

Banning Police Department



Operational Audit

2019

Prepared For:

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The Titan Group, Professional Investigations



INTRODUCTION

In January 2019, *The Titan Group, Professional Investigations* (#26242) was retained by the City of Banning to examine the operations, policies and procedures, morale, and staffing of their Police Department with the direction to present findings and recommendations of their observations.

This written report is a summation of those findings and recommendations. It is the conclusion of five (5) weeks of analysis on the organization, management, operation, and written rules of the Banning Police Department (Banning PD).

The directed objective of the Banning Police Department Audit was threefold:

1. Examine management activities in accordance with sound administrative principles, benchmark comparisons, and evaluate Banning PD organization and written policies.
2. Evaluate the efficient use of personnel and resources, performance measures, supervision, and training. Identify deficiencies when appropriate.
3. Assess the effectiveness of Banning PD's performance in relation to agency organizational statements and service to the community.

In all instances, the measures of evaluation utilized by the Audit Team were adjusted to reflect the unique operating and service conditions of the Banning Police Department.

Scope of Examination

The following areas were examined, findings were obtained, and recommendations were offered in areas which were deemed to be deficient or did not meet industry standards:

- General Policy and Procedure
- Supervision
- Personnel Records Retention/Security
- Criminal Investigations/Case Management
- Funding Methods
- Communication/Dispatch
- Property/Evidence
- Detention Areas (Adult/Juvenile)

Curriculum Vitae (CV) of Auditors

Shawn Hare – Chief Examiner, is an experienced career police detective with more than thirty-two (32) years of law enforcement experience, including seven (7) years as a major crimes detective in a large urban city. Mr. Hare has a Bachelor's Degree in Criminal Justice from Chapman University in Orange, CA. He is a former Adjunct Professor instructing Criminal Justice classes at the Community College level. Mr. Hare brings academic and real-world experience to the review process. Especially, while serving his agency for two (2) terms as the President of the POA. Upon retirement in December 2013, he began to apply his expertise in the areas of employee misconduct, EEOC violations, and threat assessment. His specialty is the area of internal affairs, of which he has handled numerous major cases for police departments throughout California. Mr. Hare has well over 60,000 hours of law enforcement experience and training. Mr. Hare has received many commendations to include, but not limited to; an Excellence Award, Crime Prevention Program of the Year, School Resource Officer of the year, employee of the month and many other community orientated accolades.

Darrell Smith – Examiner, is an experience law enforcement officer with more than seventeen (17) years as a San Bernardino County Deputy Sheriff. His experience includes corrections, uniform patrol, maritime enforcement, and gang investigations. Mr. Smith has experience as an acting supervisor both in a jail facility and patrol operations. Mr. Smith has a Bachelor's of Science degree from the California State University San Bernardino in Kinesiology. Upon retirement in June of 2016, he began to apply his expertise in the areas of employee misconduct, EEO violations, POST backgrounds and threat assessment. His specialty is the area of law enforcement POST backgrounds, of which he has conducted numerous background investigations for police departments throughout California.

METHODOLOGY

The Banning Police Department Audit was conducted by two Senior Investigators from The *Titan Group, Professional Investigations* (Licensed in CA 26242, AZ, OR, NV, and MI), Chief Examiner Shawn Hare and Investigative Consultant Darrell Smith. Mr. Hare and Mr. Smith are referenced in this report as “Audit Team,” or by the pronoun “we.” Agency management personnel reviewed the Audit Team’s findings and participated in creating recommendations for the Department.

The examination process developed for this assessment was adapted to fit the brief nature and limited scope of the review, and to comply with city direction. The Audit Team utilized a variety of data collection and analytic techniques. The Banning Police Policy and Procedures Manual, General Orders and Directives, California Peace Officers Standards and Training (POST) source material, the Audit Team’s training and experience, and California state codes and statutes were used as reference and touchstone material.

The Audit Team conducted the following data collections and analytical actions:

- Background and informational document review
- Interview with Banning PD Captain and Acting Chief of Police
- Interviews with Banning PD supervisors, sworn personnel, and non-sworn personnel
- Examination of Banning PD policies and procedures
- Review of scheduling and manning allocation
- Perform comparison of personnel deployment with like police departments
- Review of training files for compliance with POST guidelines
- Review personnel and background files for compliance with POST guidelines
- Cursory review of Banning PD budget
- Inspection of facility with an emphasis on holding area and property room
- Review of communication center and staffing
- Review of evidence and property management
- Review of internal affairs records

The Banning PD Audit was conducted in accordance with generally accepted Auditing standards. Those standards require the Audit to be planned and performed in a fair and impartial manner, with any findings or conclusions based on sufficient, appropriate evidence. The Audit Team believes the evidence obtained provides a reasonable basis for the reported findings and recommendations.

BANNING POLICE PROFILE

The Banning Police Department (BPD or Banning PD) serves the City of Banning, California which encompasses approximately twenty-three (23) square miles between the City of Beaumont to the west and unincorporated county area of the Morongo Indian Reservation and Cabazon to the east. Currently the estimated census shows the City of Banning to have 30,643 residents and identifies the City of Banning to be the 1387th largest city in the United States.

The City of Banning, California was established in 1913. The Banning PD is recognized as a law enforcement agency by the State of California, and operates in compliance with the California Peace Officers Standards and Training (POST).

With overall responsibility for all department functions, Banning PD's Acting Chief has direct responsibility for the department's sworn and non-sworn support personnel. The Acting Chief follows established indirect supervision of all police operations to include Patrol Division, Communications Division, Detective Bureau, Code Enforcement, and Volunteers.

Banning PD is currently comprised of thirty-eight (38) personnel, of which twenty-three (23) are sworn peace officers. However, Banning PD is budgeted for fifty (50) personnel, according to the 2018-2019 budget. Comprising that number are thirty-one (31) sworn personnel and nineteen (19) non-sworn personnel. Nine (9) of the current sworn officers are off on work related injuries (IOD), and eight (8) sworn officer positions are vacant. There are four (4) vacant non-sworn personnel positions presently within the department.

Initial criminal investigations for crimes occurring in the city are handled by patrol personnel. Additional investigations for serious offenses are handled by just two (2) detectives. Officer involved shootings, or in-custody deaths are handled by the Riverside County Sheriff's Department, under a memorandum of understanding (MOU).

Currently, internal affairs investigations are shared between line supervision and an outside private investigation firm. Presently the Acting Police Chief makes the determination of who conducts these investigations.

The largest of the two (2) divisions in the department is designated "Patrol Operations," and is supervised by a Lieutenant. The operational standard of the Patrol Division indicates the City is divided into a three (3) beat patrol system.

It should be noted that at the time of this Audit, because of staffing Banning PD is only operating with a two (2) beat patrol system, dividing the city between the east and west.

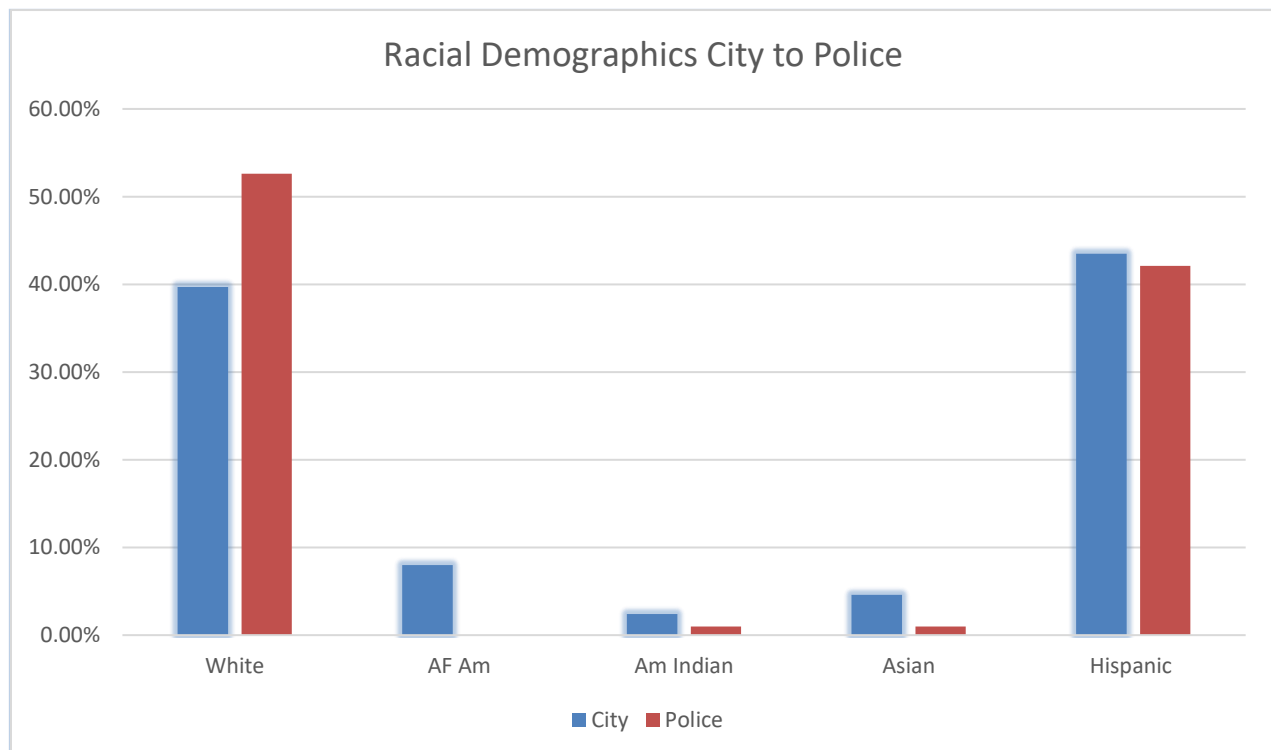


The other division, “Administrative Operations,” is assigned to the Department’s Acting Chief of Police, because the second Lieutenant is off on administrative leave. The department does not have any other special assignments other than the detective position at this time due to staffing shortages.

City of Banning Demographics

The 2017 U.S. estimated Census reports the City of Banning’s population as 30,643. The ethnic composition of the City of Banning has remained relatively the same for the past seven (7) years, since the last Census in 2010.

An analysis of the current demographics of police personnel in direct comparison with the demographics of the City of Banning indicates that the agency is closely mirroring the community demographics.



Future hiring practices should continue this trend by recruiting personnel that are in line with the charted demographics. (See chart above)

Agency Comparative Information



JURISDICTION	Banning PD	Beaumont PD	Hemet PD	Desert Hot Springs
Info Source	Acting Chief Lt. Avila	Kari Mendoza	Lt. Dickson	Sgt. Saucier
OP BUDGET	\$7.4 Million	\$9.8 Million	\$13 Million	10.5 Million
TOTAL STAFF	38	65	115	31
COVERAGE	Sworn and Dispatch 24/7	Sworn and Dispatch 24/7	Sworn and Dispatch 24/7	Sworn and Dispatch 24/7
DISPATCHER	6	10	13	4
SWORN	23	42	90	24
			Hemet has a Police Utility tax which pays for 21 Officers	
PATROL	10	22	50	15
SRO's	0	1	3	1
SPECIAL UNITS	Det 2	2 Motors, K9, P.A.C.T member, Det 2	Several special units	Det 2, Gang Task force, P.A.C.T member, motor,
COMMANDER	Acting Chief	Chief	Chief	Chief

Department Mission and Values

Banning Police Department's vision and mission statements, as well as the Department's core values, were evaluated and taken from their Policy and Procedures Manual.

A. Mission Statement

A mission statement defines what an organization is and why it exists.

Finding: The Mission Statement provided to the Audit Team is on page 2 of the Banning PD's Policy and Procedures Manual. The Mission Statement reads: *"The Banning Police Department is committed to serve with honor and protect all citizens of our culturally diverse community, through a partnership focused on public trust and providing a safe environment for all."*

This Mission Statement explains the department's commitment to its citizens and the need for a partnership and public trust between the community and the department. This Audit Team found no issues with the Mission statement for the Banning PD.

B. Department Values

Department values define how employees should work within the department, to serve the community.

Findings: Department Values were also on page 2 of the Banning PD's Policy and Procedures Manual, and read: *"We will perform our duties with honesty and be committed to ethical beliefs beyond reproach, in both conduct and performance."*

We will be loyal and dedicated to our citizens and our Department co-workers while adhering to the Law Enforcement Code of Ethics.

Our professionalism will be demonstrated through our courteous and respectful treatment of others, remembering that we are entrusted with providing a safe environment to all citizens regardless of their social or economic status.

We recognize that we must adhere to our principals to earn and retain the trust of the community, and therefore pledge to hold ourselves accountable to his commitment of excellence."

The Department Values statement clearly defines and lays out the standard for every employee to follow and exceed on a daily basis.



Scope of Audit: Policy and Procedures

Banning PD Policy and Procedures Manual

Policy – A course or line of action adopted and pursued by an agency that provides guidance on the department’s philosophy toward identified issues.

Procedure – A description of how a policy is to be accomplished. It describes the steps to be taken, the frequency of the task, and the entity responsible for completing the tasks.

Finding: The Audit Team, prior to beginning the Banning Police Department Audit, conducted an online search for Banning Police Department policies and procedures. During this search, the Banning Police Department website was located and “Department Policy and Procedures” were listed as part of that site. The date on the Department Policy and Procedures for last date of review posted on the web site was September 26, 2014 indicating out of compliance.

Banning Police Department utilizes the Lexipol Company to provide its basic policy and procedure manual. Lexipol is a nation-wide known and trusted company which develops policies and procedures for municipal police agencies throughout the United States.

The Audit Team brought the policy review date to the attention of the Acting Chief of Police, and reminded him that police policies are to be reviewed continuously. Lexipol sends policy changes and updates which have a color coding: Red is something that requires immediate attention and updating; yellow is for something that has changed that might not be necessary for all agencies, but requires review; and green is something that some police agencies have changed and may or may not be for all agencies.

It should be noted that the Acting Police Chief took the Audit Team’s recommendation and immediately began reviewing the Department’s Policy and Procedures Manual. Within three (3) days the Banning Police Department Policy and Procedures Manual was fully updated and redistributed to all police employees. Policy new review date is January 10, 2019.

Because the Banning Police Department’s Policy and Procedures Manual is Lexipol, it contains all the required local, state, and federally mandated police policies, such as Domestic Violence, Police Pursuits, Use of Force, and Personnel Complaints policies.

One thing the Audit Team discovered was that Banning Police Department was not utilizing the monthly training aspect of Lexipol. Lexipol publishes a monthly briefing training article for its customers to be used as briefing training for officers, and to be sent out agency-wide via an email or outlook system to all sworn employees.

The Audit Team, during employee interviews, learned that all Banning Police Department employees received a copy of the Policy and Procedures Manual, either in a binder copy or in an electronic form. All employees confirmed they had read all the department policies and were familiar with the major policies, and confirmed they signed for receipt of the policy manual.

Recommendation: The Audit Team recommends that Banning Police Department establish the email link for all Banning PD employees with Lexipol. This will allow each department employee to receive the updated Policy and Procedures Manual and the monthly training bulletins as provided by Lexipol.

This Audit Team is also recommending patrol shifts utilize these Lexipol monthly training bulletins as a regular part of shift briefings. Further, the Audit Team recommends assigning the Policy and Procedures Manual be regularly reviewed by a Lieutenant, until the Captain returns from injury.

Scope of Audit: Citizen Complaint Procedures

Citizen Complaint Procedures

All police departments in the State of California are required by law to have a process through which a citizen may make a complaint against police personnel. The purpose of that process is to provide guidelines for the reporting, investigating, and disposition of complaints regarding the conduct of members and employees of the department.

Personnel complaints consist of any allegation of misconduct or improper job performance against any department employee that, if true, would constitute a violation of department policy or federal, state, or local law.

Findings: The Audit Team, in reviewing the Banning Police Department Policy and Procedures Manual, located Banning PD Policy #1020, "Personnel Complaints." This policy outlines the proper procedures and process for handing a complaint from all persons, from a citizen to an internal complaint.

The Audit Team reviewed the policy and clarified it contains the required steps set forth by law regarding who can receive a complaint, who the complaint should be given to after it is received, and how the investigation is to be conducted. Further, the policy outlines steps to be taken during the investigation as outlined in Government Code section 3300-3313 et al.

The Audit Team examined the Banning PD lobby area, which in many cases would be the first place a member of the community might come to file a complaint. The Audit Team noted, in plain view, was the Banning Police Department complaint form, visible from the contact window (See photos below). However, the complaint documents were not available to the public without contacting a front desk employee.



The Audit Team, during the interview process of department employees, discovered that most if not all employees were aware of how to handle citizen complaints. Most were aware the department had a policy and most stated a watch commander would receive or take the complaint from the citizen.

Recommendations: The Audit Team recommends that Banning Police Department make citizen complaint forms and pamphlets explaining the personnel complaint process available outside the window area in the lobby without asking. This would be in a well-marked area, which is readily available to the public who enter the department for this purpose.

The Audit Team also recommends conducting refresher training with all department staff regarding steps to follow in the complaint process, once a complaint has been received. This is recommended because during the interview portion of the Audit, not all employees were aware of the complaint process, other than to notify the watch commander on duty. Further, because of critical staffing levels, the watch commander is not always of a management rank (sergeant or above). Therefore, the Audit Team recommends an employee, either a Sergeant or above, receive the complaint after it is made.

Scope of Audit: Field Training Program

Field Training Program

Field training is intended to facilitate a peace officer's transition from the academic setting to the performance of general law enforcement uniformed patrol duties of the Banning Police Department. Although an officer graduating from POST regular academy has received a thorough introduction to basic law enforcement subjects, that officer cannot be expected to immediately assume the full responsibilities of an experienced officer.

Newly assigned officers must receive additional training in the field, on actual calls for service, where they can learn from a certified field training officer who already has practical patrol experience. Field training introduces a newly assigned officer to the personnel, procedures, policies, and purposes of the Banning Police Department and provides the initial formal and informal training specific to the day-to-day duties of an officer.

A properly functioning field training program prepares department members to perform their duties, and may mitigate the tort doctrine of vicarious liability for the department.

The Banning Police Department Field Training Program was model after field training programs developed by the Commission of Peace Officers Standards and Training (POST) and the San Jose Police Department. POST regulations require that POST approved field training programs must be ten (10) weeks long, minimum.

Findings: The Audit Team began by interviewing the current field training manager. This person will not be identified in this Audit and had just recently, within the last year, taken over the Banning Police Department Field Training Program. The manager has not yet attended the required 24 hour POST Field Training Manager/Supervisor, Administrator & Coordinator (SAC) training to manage a field training program.

The Audit Team discovered the current manager had been a field training officer in the past and has attended the POST Field Training Officer course in the past. However, the training manager has not recently attended an FTO update course, and is not currently qualified to engage in the duties of a field training officer or manager. The Audit Team's review of POST training files identified nine (9) officers who have attended the POST Field Training Officer Course and required updates if necessary. Additionally, these officers have either attended the required POST FTO Update Course or completed the basic FTO Course within the last three (3) years.

The Audit Team's review of field training files housed at Human Resources identified deficiencies in the field training program manuals for recent officers completing the Banning Police Department Field Training Program. These deficiencies included dates not matching times assigned to each phase and completion dates. Signatures on the training manual appear to be all the same handwriting, when several different FTO's have participated in the training of the new officers.

In one case, a lateral officer was shown to have completed the Banning Police Department Field Training Program in under the minimal ten (10) weeks required as outlined by POST. The documents indicated the officer only received approximately seven (7) weeks of field training.

During the interview process of the department, several employees stated that because of the recent critical shortage of officers on patrol, a few officers in the BPD Field Training Program who exhibited officer safety issues were pushed through the program. Employees were concerned by this lack of consistency and many felt the officers should have been released from the department.

Recommendation: The Audit Team recommends first and foremost that the field training manager/sergeant be sent to the POST Field Training Management Training Program to be qualified to manage the program. This will assure the program is following all the POST guidelines for training. Next available POST Field Training Program SAC Course, POST #31735, is being held June 3-5, 2019 in La Quinta, CA.

The Audit Team further recommends that a Lieutenant be assigned to oversee the management of the program, and that this Lieutenant also attend the POST Field Training Manager/SAC training program.

The Audit Team recommends that all Banning Police Department Field Training Officers follow the Department Training Manual and not deviate from its contents during the training process. The procedures outlined in the manual need to be taught, demonstrated, and confirmed through new employee performance before being signed off by the assigned FTO. The training supervisor and manager should be held responsible for ensuring training is documented and signed off by the FTO in a timely manner. This recommendation comes from comments made by officers during the interview process of the Audit.

SCOPE OF AUDIT: EMPLOYEE INTERVIEWS/PERSONNEL MANAGEMENT

The Audit Team conducted individual employee interviews to collect benchmark data about the perceptions of Banning PD personnel. The interviews consisted of approximately 30 questions. A total of thirty-four (34) personnel were interviewed out of a pool of thirty-eight (38) employees. Questions were grouped into sworn (patrol), non-sworn (records, dispatch, and administration), and management.

EMPLOYEE INTERVIEWS: (MORALE/STAFFING/MANAGEMENT)

	Agreement	Uncertain/NA	Disagreement
WELFARE			
Is the morale low in the department at this time	26	1	7
I am treated fairly	30	0	4
I would be afraid to file a complaint or grievance	5	1	28
Department members are rewarded for their contributions	5	0	29
I have considered leaving my job in the past year	15	0	19
I would encourage someone to work in my department	22	1	11
In the last month I have received recognition or praise for doing good work	8	0	26
If you need to, is your supervisor easy to contact by phone or radio	34	0	0
Do you have a clear understanding of Policies and Procedures of Banning PD	34	0	0

Do you receive enough training to properly do your job	32	1	1
Are evaluations done fairly and without bias	33	0	1
Do you feel valued as an employee of Banning Police Department	31	1	2
STAFFING			
Are patrol officers responding to calls provided back-up	32	1	1
Does the department deploy its patrol forces consistent with the existing workload	1	1	32
Does the department operate one-officer patrol vehicles, except for training cars	34	0	0
MANAGEMENT			
A supervisor is on duty for each shift	34	0	0
Do you have trust in your supervisor	32	2	0
Do you feel comfortable asking a question of your supervisor, knowing you will get the right answer	32	2	0
Are you afforded ways to manage stress by the department	4	1	29
Do you feel administrators care about members of the department (*Presently because Lt. Avila is Acting Chief)	32	0	2
Do you feel your Acting Chief is doing a good job and communicates well with employees	34	0	0
Do you feel the Lieutenants are doing a good job and communicate well with employees	3	2	29

The overall consensus is morale was extremely low when Interim Chief Fisher was in charge. Now that Lt. Avila is Acting Chief, morale is improving per statements made by employees during the interview process.

Findings: After interviewing thirty-four (34) of the thirty-eight (38) employees over four (4) days, the Audit Team discovered the Captain, who is out on injury, is highly trained and capable of acting as the head of the department in the Chief's absence.

The Captain has attended the FBI Academy, Command College, and the Role of the Chief Training in preparation of filling in as the Acting Chief when needed. In turn, the Audit Team also discovered the two (2) Lieutenants have less than one (1) year of management level experience and do not possess POST management certification. The job description for the Banning Police Chief indicates the ideal candidate will possess a minimum of five (5) years of management level experience and management POST certification (Attachment 1).

The Audit Team learned that employees, even though they are critically understaffed and overworked, try to remain positive. Further, most employees stated they are fully in support of a new outside Chief of Police to lead the department, and look forward to his arrival.

The Audit Team discovered that employees feel they can talk to their supervisors and will get the right answers to questions when asked. Further, employees stated they can easily reach a supervisor when needed. Even though several employees have thought about leaving Banning PD in the past year, they would encourage someone to come to work at the department.

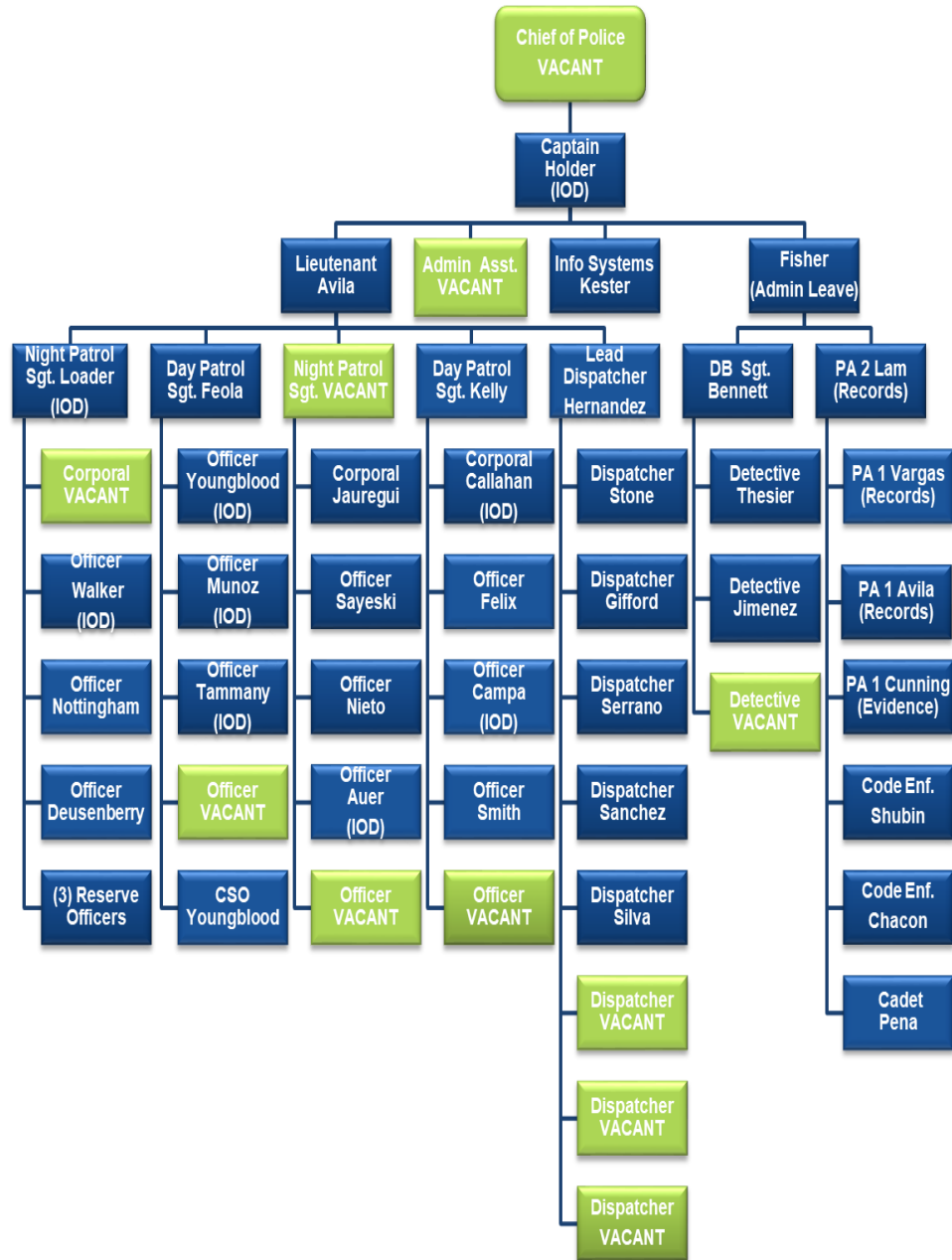
One thing the Audit Team learned during interviews with employees was that supervisors and administrators in the business of operating the department with the critically short staffing levels are failing to tell employees they are doing a good job on a regular basis. Employees at Banning PD are keeping the department functioning at normal levels of service without normal staffing levels and are subject to mandatory overtime on a regular basis. Sometimes praise, even a small, "Thanks for doing a great job today," could go a long way in boosting morale in a depleted workforce.

Another area discovered by the Audit Team during employee interviews is officers are responding to calls without a backing officer. This occurs most times because only two (2) officers and a sergeant makeup a patrol team on any normal day. When one (1) of those officers makes an arrest or is in the station writing a report, it leaves only a sergeant and one (1) officer in the field to handle calls. Employees noted on several occasions that both the officer and the sergeant may be on separate calls and neither has a backing officer.

Recommendations: The Audit Team will make recommendations for Staffing and Personnel Management under the "Personnel Management" section.



PERSONNEL MANAGEMENT



The personnel identified on the organizational chart with letters “IOD” below the name of the employee signify “Injured on Duty.” The green blocks are the vacant budgeted positions within the department.

FINDINGS: The Audit Team, after looking at the organizational chart and interviewing almost all of the department's employees, discovered a major issue. The Banning PD management is not utilizing injured employees in a modified duty status. We discovered that injured employees, no matter how small the injury, were just being sent home until they were released back to full duty.

Banning PD Department Policy #1055, "Temporary Modified-Duty Assignments," allows Banning PD management to utilize those employees whose limitations are not restrictive in nature.

Several officers interviewed stated they had over thirty (30) police reports being held and were not allowed in the department to complete reports, even though they had very little to no limitations.

Aside from the findings mentioned above, the Banning Police Department is managing its personnel to the best of its ability taking into consideration the critically low manpower available to the department. Currently the Patrol Division has ten (10) sworn officers; this includes sergeants, corporals, and patrol officers assigned to four (4) patrol teams.

Recommendations: With the Patrol Division being the backbone of the department, the Audit Team recommends the hiring of three (3) community service officers – non-sworn positions, immediately. These positions can be easily trained and put into service in a short time of approximately six (6) months to augment the Patrol Division. Further, the Audit Team recommends the immediate hiring of sworn personnel to fill the eight (8) vacant spots in the Patrol Division. However, some sort of incentive program may be needed to hire officers for the department (See Attachment 2). In part, the department's current shortages do not allow for any specialized assignments to entice personnel to join the organization.

Next the Audit Team recommends possibly looking at augmenting detectives with a 960-hour work-force of recently retired employees, which allows experience to be retained at a reduced cost to the department. This also allows for reallocation of current personnel to return to patrol. For example, having one (1) full-time detective, detective sergeant, and two (2) 960-hour detectives.

The Audit Team also recommends possibly utilizing pay-call (as needed) dispatchers from other agencies to augment the Communications Division, which also is critically short. The current dispatch has five (5) full-time dispatchers and one (1) in training for six (6) shifts. A single dispatch supervisor fills in when necessary. However, some areas to consider would include time and expense of selecting these employees, conducting background investigations, and training. Given this, a pay-call employee would still reduce costs and fulfill department needs in a timely manner.

Training other local police department pay-call dispatchers in the RIMS System would be a simple process, and allow Banning PD dispatchers to take lunches and breaks away from the communication center which now does not occur as required by law.

Finally, the Audit Team recommends beginning the interactive process with injured employees as soon as possible after the injury to see if a modified duty assignment is possible for that employee. This may assist the department with inter-agency duties such as taking telephone reports, or assisting with property and evidence.

In the event the agency ever once again finds itself without a Chief of Police: To fill the position, the city must insist on utilizing only personnel who meet the minimum qualifications, as described in the job description (Attachment 1). This can be a current management level police Captain or Lieutenant, or a qualified interim from the outside.

Scope of Audit: Personnel Records/Retention and Security

Personnel Records/Retention and Security

A personnel file is an employer's saved documentation of the history and status of the entire employment relationship with an individual employee. The employer maintains this employment documentation in a personnel file for three (3) reasons.

1. The employer wants to have accurate information handy and organized when they need access to information for any reason.
2. The employer needs to retain documentation about personnel issues such as employee selection, performance, work history, compensation, and internal applications.
3. Some employee records are required by federal and state laws for employers to keep.

Findings: The Audit Team confidentially reviewed all personnel records for all thirty-eight (38) employees of the Banning Police Department. All personnel records are maintained in locked file cabinets in the Human Resources Department inside City Hall.

The Audit Team also discovered Banning PD employee POST backgrounds, training files, and medical files all being kept in Human Resources, also in a locked file cabinet.

The Audit Team determined that all personnel files contained the required information about each employee. Some of the files had letters of reprimand which were over seven (7) years old in the files.

Recommendation: Continuity is an effective and proven risk management tool to minimize liability exposure. The Audit Team suggests Banning Police Department maintain the original



Police Employee POST background packages, training file, internal affairs file, and a copy of the personnel file for all police employees at the department.

Copies of certain documents can be given to Human Resources (HR) to place into the original personnel file retained in HR.

The Banning Police Department maintains a locked and alarmed room in which they house the Internal Affairs investigations. This area could also maintain a copy of a personnel file, training files, and POST background files for each police employee. Some of this information could require police management personnel to access in the event of an SB 1421 (California Public Records Act) request.

Internal Affairs

The Internal Affairs function is not an enforcement function, but rather a policing function that works to report only. The concept of internal affairs is very broad and unique to each police department. However, the sole purpose of having internal affairs is to find the truth to what occurred when an officer is accused of misconduct. An investigation can also give insight on a policy itself that may have issues. These investigations should be done using the preponderance of evidence standard.

Internal Affairs investigators are bound by stringent rules when conducting their investigations. In California, the Peace Officers Bill of Rights (POBR) is a mandated set of rules found in the Government Code Section 3300-3313 et. al.

Findings: The Audit Team reviewed a sampling of internal affairs investigations from every year beginning from 2013. This encompassed a total of seven (7) investigations, several of which were conducted by supervisory personnel within the agency. Further, several of the investigations were conducted by an outside private investigation company. Of those investigations reviewed, one (1) in particular was found to have significant legal inconsistencies and is as follows.

Internal Affairs [redacted]

[redacted]

[redacted]

The sixth item noted was the notice to the subject officer did not contain specific enough allegations as required by law (Government Code Section 3303 c); otherwise referred to as the "Nature of Investigation."



The seventh item noted was that in the transcript of the interviews, the investigator identified himself as a “private investigator.” A check of the BSIS state license lookup revealed no such person possessed a “private investigator” license.

Only those holding said licenses shall identify themselves as such. The investigator should have identified himself as an Investigator or Agent of a licensed Private Investigator.

The remaining six (6) investigations reviewed appeared to be proper administrative internal affairs cases. These were conducted in compliance with policies of the agency, evidence standard and POBRA.

Recommendations: The Audit Team recommends the Chief of Police assures the department follows existing agency policy regarding the investigation of internal affairs case (Banning Police Policy #338.4). Any future investigations must be conducted in compliance with the department’s policies and all legal statutes and practices. Failure to assure compliance with these standards will certainly generate risk and liability for the organization.

In all cases whether it be an investigation conducted by police personnel or an outside firm, the Chief of Police must communicate the scope of the investigation. This communication must be clear and certain, and only be administrative in nature. A bifurcation of a criminal investigation and an administrative investigation must always be in place.

Due to the time statute of investigation [redacted] the findings cannot be changed, nor can any additional investigation can be conducted.

POST Training Program

A properly functioning training program prepares department members to perform their duties, and may mitigate the tort doctrine of vicarious liability for the department and city.

POST mandates specific training for California peace officers, some of which is recurring. The current requirement is every officer attends twenty-four (24) hours of advance training every two (2) years.

The California Legislature periodically passes and submits public safety training bills to the Governor. The bills become incorporated into the penal, government, education, and/or vehicle code(s). These training requirements may require the POST Commission to develop, disseminate, or otherwise make available such mandated training to law enforcement agencies. Topics, training locations, and presentation requirements vary based on the legislative language. The required mandated state training for peace officers is non-negotiable.

Most law enforcement agencies budget annually for required training, thus are able to promptly pay for their attended courses.

Findings: The Audit Team reviewed each POST Electronic Data Interchange (EDI) account for each sworn officer of the Banning Police Department, to include reserve officers. Currently the Banning Police Department has one (1) reserve officer who is out of compliance (Diaz). Additionally, the Captain will soon be out of compliance if he does not attend twenty-four (24) hours of training in 2019. The rest of the sworn personnel of Banning PD are in compliance with POST requirements, and thirteen (13) sworn personnel were identified as field training officers. Captain Holder was also identified as being an FTO manager, who could take over the duties of the FTO manager until a sergeant is sent to FTO manager's training.

Recommendation: The Audit Team recommends the duties of training manager be delegated to the administrative Lieutenant to manage the POST training of the department. Additionally, the Audit Team recommends a printed copy of each sworn officers' EDI account be the first page shown in the training files of each Banning PD officer, which will ensure a quick POST Audit during a POST inspection (POST inspection of files every two (2) years).

The Audit Team suggests the training coordinator work with ancillary help to establish a list of required or requested briefing training topics for a six (6) month to one (1) year period. Training should be based on need, current affairs, and administration direction. When possible, topics should be covered as a series, over the course of an agreed-upon time period (i.e., one week) to maximize subject coverage. Learning objectives and walk away knowledge should be identified and submitted with the briefing training plan for each topic. All training should have administration approval.

As a career growth opportunity, training topics should be assigned to individual officers for research and presentation. Briefing training attendance, presentation dates, and topics should be stored and maintained by the training section for at least a two (2) year time period.

Scope of Audit: Criminal Investigation/Case Management

District Attorney Overview

The ultimate test of a well written police report is how the case travels through the criminal justice system. This Audit Team met with the Riverside County Supervising District Attorney Mr. Carlos E. Monagas Jr, to find out how Banning PD officer reports were being perceived by the Riverside District Attorney's Office.



The Audit Team asked the following questions related to Banning PD.

- Are in-custody reports received in a timely manner from Banning PD?
- Do Banning PD officers appear for all summons?
- Do Banning PD crime reports contain all elements of each crime?
- Are there any things you would like Banning PD officers to do to make prosecution of cases more successful?
- Do you have trouble getting injured Banning PD officers to appear when summoned?

Findings: The Audit Team was informed by Mr. Monagas that filing district attorneys in his office have always received in-custody reports from Banning PD in a timely manner. Further, he stated Banning PD officers generally show up when summoned. Mr. Monagas told the Audit Team Banning PD reports contain all the elements for each crime, and for the most part are well written reports.

The Audit Team was given a list of items Banning PD officers could do to assist prosecutors involving crimes such as stolen vehicle investigations, video surveillance for crimes, and stolen checks or credit card crimes. This information is listed below, and was given to Acting Chief Avila for dissemination to patrol officers.

- Stolen Vehicle Investigations: Obtain a statement and document statements from the victim reporting the vehicle stolen, and obtain a copy of the original stolen vehicle report from the reporting agency.
- Video Surveillance Evidence: In the case where patrol officers respond to a call after hours which involves video surveillance of the crime and the clerk not having access to make a copy of the video, when possible officers should record the video surveillance with their cell phone as video and download a copy to go with the report. (*This would only be appropriate if the department issues cellular phones to officers. If not a department owned video recording device should be used.)
- Stolen Checks and Credit Card Investigations: Again, attempt contact with the owner of the check or credit cards and get a statement. Confirm if the person in control of the check or credit card had permission to have or use the check or credit card from the owner.

Recommendations: The Audit Team does not have any recommendations for Banning PD related to criminal investigations or case management of those criminal investigations. The department is doing everything possible within its manpower and capabilities to investigate and seek prosecution of criminal activity occurring within the city.

Banning Police Department Detective Division

A Detective Bureau is the investigative arm of a police department, which conducts thorough investigations of major crimes occurring within the city limits.

The Detective Division of the Banning Police Department consists of two (2) full-time detectives and one (1) detective sergeant to handle all crimes occurring in the City of Banning. The City of Banning averages three (3) homicides, sixteen (16) rapes, twenty-six (26) robberies, two hundred (200) assaults, two hundred and fifteen (215) burglaries, one hundred (100) vehicle thefts, and over two hundred (200) larcenies each year (Attachment 3).

Findings: The Audit Team sat down with the detective sergeant and learned that the Detective Division is only able to handle part I (major) crimes presently because of short staffing. At the time of the Audit, detectives were working exclusively on a homicide during the entire time the Audit was taking place.

Recommendations: The Audit Team would only recommend at this time, due to your critically low manpower within the Banning Police Department, the use of retired 960-hour a year employee(s) to augment your Detective Division (Attachment 4). These individuals would bring experience and expertise, and allow the Detective Division to investigate more crimes than only part I (major) crimes.

Scope of Audit: Funding Sources/Budget

Funding Sources

Those services done by police officers or police employees to assist the public have a cost to the city. Therefore reimbursement fees should be charged to offset the cost of providing those services.

Findings: The Audit Team reviewed the fee schedule used by Banning PD and the city to recover fees for tasks completed by police officers or police employees, such as towing releases for towed and stored vehicles, citation corrections, making copies of police reports, and other tasks.

The Audit Team also reviewed the fee schedules of the comparative agencies to see if those agencies are collecting fees for services Banning PD is providing or could provide to citizens and obtain funding for those services.

In reviewing the other comparative agencies, the Audit Team has compiled a list of fees the Banning Police Department and city should consider implementing as an additional funding source that local agencies are already charging and receiving (Attachment 5).

- **Vehicle Impound/Stored Vehicle Release Form** – Comparative agency range between \$75.00 to \$200.00 - Per CVC 22850.5 (Banning charges \$77.00)
- **VIN Verification Fee** – Comparative agency range between \$15.00 to \$37.00 (Banning does not charge for this)
- **Subpoena Fee** – Comparative agency range between \$24.00 and \$50.00 (Banning does not charge this fee. This is for outside legal agencies placing a subpoena on the department or officers (Fee allowed per Evidence Code Section 1563)
- **False Alarm Fee** – local agencies are not charging this fee; however, officers during the interview portion of the Audit stated they spend a great deal of time responding to false alarm calls. The Desert Hot Springs Police Department adopted a verified alarm response policy and issues citations for false alarms)
- **Police Reports/Traffic Collision Reports** – Comparative agency fees range between \$0.35 cents per page to a flat rate of \$15.00 for police reports and \$75.00 for traffic collision reports (Banning charges \$0.25 per page)
- **Stored Vehicle Release/DUI** – Comparative agency fees range from \$150.00 to \$200.00 (Banning does not charge this fee)
- **Golf Cart Permit/Annual** – Beaumont PD charges citizens an annual license fee to drive golf carts on city streets (Banning PD has a large retirement community, Sun Lakes, where citizens drive golf carts to and from a shopping area adjacent to the community)

Recommendations: The Audit Team recommends a review of the Banning Police Department Fee Schedule and meeting with local comparative agencies to align Banning's fees with other local agencies (Attachment 5).

Cursory Review of Police Budget

Money is the fuel that runs the organization. To accomplish the mission and future goals, department heads must have sufficient funding. This funding is received through the budgeting process. If a department fails in the budgeting process, it is likely to fall short of meeting its goals later in the year.

Developing a budget is defined as a process of estimating revenues and expenditures, comparing the two (2) and making adjustments until they balance.

Findings: The Audit Team, with the assistance of a former Chief of Police of a small specialized police agency, conducted a cursory check of the 2018-2019 Banning PD budget. The budget was a well crafted budget for a small municipal police agency. The Audit Team only observed three (3) issues with the budget (Attachment 6).

The first issue was Overtime Fiscal Liability/safety liability was at 133% of the budgeted amount at that time of the fiscal year. At the time the Audit was reviewed it was just over 50% of the year. The budget was for \$250,000 and the Department had spent \$331,000. This is because of the critically low staffing of patrol and dispatch.

The second issue was Workers' Compensation Reimbursement, which was 719% over budget. The budgeted amount was \$30,000 and the department had paid out \$215,810 at this point of the budget. It is possible this occurred because injured workers are not being brought back to modified duty assignments per Department Policy #1055.

The third issue was Fleet Maintenance, which was budgeted at \$279,886, and no money had been used from this account even though the department was more than halfway through the fiscal year. This shows \$279,886 which could be used for vehicle purchases upon approval by city council.

There were a few little accounts over budget, but these accounts may balance out at the end of the fiscal year. Additionally, because Banning PD will have salary savings due to the vacant positions budgeted for and never filled, this could be used to cover other shortages in the line item budget.

Recommendations: The Audit Team recommends a cursory review of the current budget to verify items identified by the Audit Team, and make the necessary corrections to allow a balanced budget at the end of the fiscal year (Attachment 6).

Next, the Audit Team recommends having an interactive process of meeting with all employees off on injury, to see if some or most of the injured employees can be placed in a modified duty assignment to augment the department's critically low manpower issue.

Grant Usage

Many law enforcement agencies utilize grants, which are available from a variety of sources to include the federal government, to fund their programs. Public sector grants are primarily federal and state grants made to local and state governments or government agencies.

Foundation grants are provided by non-profit, charitable organizations, like a corporate foundation or family foundation. The process of securing all types of grant funds requires the completion of a grand proposal.



Findings: The Audit Team reviewed past records and discovered that Captain Holder has written and received grants in the past. Further, during the interview process Captain Holder confirmed he wrote and received equipment and an armored vehicle through a grant process for the department's SWAT team at that time.

The budget also shows that Banning PD has received grant funding from the Office of Traffic Safety and Homeland Security in the past. Below is a list of grant funding sources available on the POST website (Attachment 7).

- California Department of Alcoholic Beverage Control
- California Office of Traffic Safety
- Community Orientated Policing Services (COPS)
- Federal Emergency Management System (FEMA)
- International Association of Chiefs of Police (IACP) – Smaller law enforcement agency technical grant assistance program

Recommendations: The Audit Team recommends Captain Holder be contacted and an interactive process be done with him to see if he is able to return to modified duty to complete a grant writing process through one (1) of the identified agencies above to receive funding for an officer position or a program to assist or augment patrol forces.

Additionally, Captain Holder should begin training a Lieutenant and Sergeant on how to write future grants. This will continue the knowledge of grant writing and serve to benefit the agency in the future.

Scope of Audit: Communications/Dispatch

Communications Center/Dispatch

The Communication/Dispatch Center of the Banning Police Department is a 24-hour service in the answering of all emergency and non-emergency police, fire, and medical calls. The center is staffed by a team of six (6) full-time public safety dispatchers, one (1) part-time public safety dispatcher, and one (1) dispatch supervisor.

All public safety dispatchers are certified in 911, CPR, and emergency medical pre-arrival instructions, in addition to being certified by the Commission on Peace Officers Standards and Training (POST).

It is the responsibility of the dispatchers to answer and prioritize all incoming 911 and police calls. They are also responsible for sending appropriate assistance to the citizens and tracking the activity of the field units. In December of 2018, the Banning Police Communications/Dispatch Center received an average of sixty-nine (69) calls for service a day. The average response time during this month was nineteen (19) minutes (Attachment 8).



The Banning Police Department Communication/Dispatch Center utilizes a RIMS System. This system is not used by any local comparative agencies. This computer system is unique and only utilized by a few other agencies in the Inland Empire.

Recommendations: The Audit Team is recommending establishing a pay-call dispatcher list utilizing comparative local agency dispatchers. Those employees will need training prior to beginning in order to meet the department's needs.

Additionally, Banning PD has four (4) vacant and budgeted dispatcher positions. Those positions should be filled as soon as practical. Banning PD should explore cross-training officers to work dispatch in the event an officer is put on modified duty due to an injury. This would augment dispatch until the officer is able to return to full duty. Additionally, it would allow officers to give breaks to dispatch personnel during their twelve (12) hours shifts.

Scope of Audit: Property/Evidence Storage

Property/Evidence Storage

The law enforcement evidence/property function is vital to the criminal justice process. It's effective and efficient operation is integral to an agency's quality of service to the community and the criminal justice system.



The management of this function has become increasingly complex, due in part to factors related to legislative mandates, hazardous material storage, the protection and preservation of biological/DNA related material, security and chain of custody, and training of evidence/property personnel.

The failure to manage the evidence and property function of a department can affect the successful prosecution of criminal violators, resulting in agency liability or loss of public confidence.

Findings: The Audit Team reviewed the Lexipol Policy #804, viewed and toured the property/evidence room in the ground floor of the Banning Police Department, and interviewed the property custodian.

The Audit Team discovered the Banning Police Department property and evidence room is being managed per department policy and POST guidelines. However, the Audit Team discovered a few minor deficiencies.

The first minor deficiency is the storage and security of bicycles taken as evidence by Banning Police Department. These bicycles are being stored outside in a non-secure area near the south police vehicle entrance to the department, off Ramsey Street.



These bicycles are not secured in any fashion, and subject to being taken by someone who either climbs over the wall or enters through the open gate after a Police Vehicle enters.

The second minor deficiency was noted during the interview with the property custodian. She explained she is the only property custodian for the department, and only she and the Acting Chief of Police have access and keys to the property/evidence area. Because of this, she is unable to clearly follow section 804.7 of the Department Policy, "Disposition of Property," and she has property well over the 120 day time frame outlined by POST.

The standards established in the law enforcement profession have long established that the Chief of Police (or in the case of Banning, Acting Chief of Police) should not have access to the property and evidence facility. The property custodian should be the only member of the agency to regularly work in the property area. However, in case of emergency, where the property custodian is unavailable, a second member of the organization should have the ability to access the property room. Within the industry, that employee is generally a command-level person working in the administrative section.

The third minor deficiency was also noted during the interview with the property custodian. She explained she does not have the time or personnel to manage the timely release of property to citizens, and her Homicide storage area is full and cannot hold evidence if another homicide occurs in the city and officers collect evidence.

Recommendations: The Audit Team recommends hiring and/or training a second property/evidence technician. The property/evidence part of the Banning Police Department is a crucial part of day-to-day operations of a police agency. The present property/evidence technician is overworked and understaffed, and unable to run an effective and efficient operation.

The Audit Team recommends using modified duty police officers to help the property/evidence technician research via computer case status and help properly dispose of property to reduce the backlog occurring with the property/evidence room at Banning PD.

The Audit Team further recommends helping the property/evidence technician connect with local agency property/evidence technician, to coordinate any disposal of guns or drugs planned in the future by another agency, thus combining resources.

And lastly, it is recommended the department purchase a large cable and lock to secure all the bicycles together to deter theft of the bicycles while they are sitting outside the property room. Then, over time, enclosing this area with chain-link fencing which has a top cover attached.

Scope of Audit: Adult and Juvenile Detention Areas

Adult and Juvenile Detention Areas

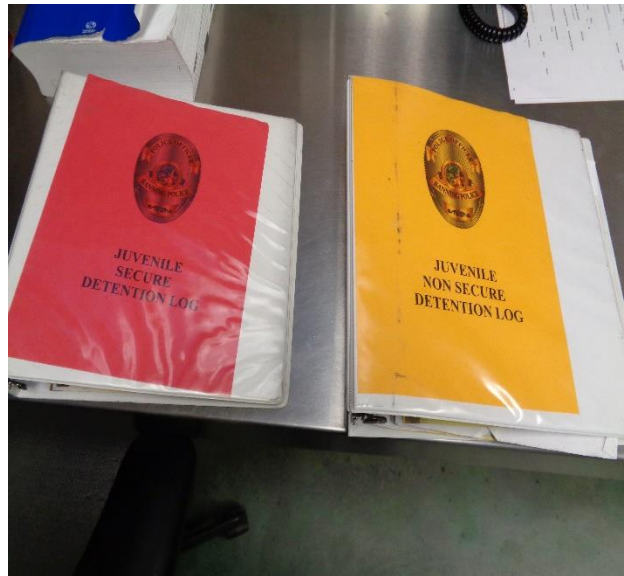
Most municipal police departments have a detention facility to temporarily detain both adult and juvenile offenders. These facilities, like jails, are defined in Section 1006 of Title 15 of the California Code of Regulations. Juveniles are further covered under Welfare and Institution Code 207.1.

The Banning Police Department, being a new facility constructed during the past eight (8) years, contains both an adult detention area and a juvenile detention area (depicted below).



Findings: The Audit Team conducted a walk-through visit of the adult and juvenile detention areas in the downstairs portion of the Banning Police Department. Adult detention areas are locking areas, with only a small clear glass viewing area. However, each holding area has a camera for officers to observe the adult arrestee while completing paperwork and booking documents.

The juvenile area has non-locking doors and a large glass area on the side of the door to able to view the juvenile who is detained. The juvenile detention areas also have cameras in the area so officers can keep constant view of the juvenile inside the area (depicted below).



The Audit Team also discovered juvenile secure and non-secure logs were present as required (See photo to right above). The logs were being properly used by officers.

Recommendations: The Audit Team had no recommendations for the adult and juvenile detention areas being used by Banning PD. Detention areas and use are outlined in Banning PD Policy #322, "Temporary Custody of Juveniles," Policy #420, "Cite and Release," and 901, "Detentions." Officers appear to be following policies.

Findings from Audit (Bullets)

Policies and Procedures

- Banning Police Department Policy and Procedures are Lexipol policies and procedures. Lexipol is a nationally recognized company creating policies and procedures for law enforcement agencies and fire departments nationwide. They are highly recognized and used for the law enforcement community. Initial examination of the Banning PD Policy and Procedures Manual showed policies not reviewed since 2014. This was brought to the attention of Lt. Avila/Acting Chief of Police, who took immediate corrective action and reviewed and updated the department policy and informed department personnel.
- Banning Police Department was not utilizing an important function of Lexipol, monthly officer trainings.
- All Banning Police Department employees have received a copy of the Policy and Procedures Manual, either by binder copy or electronic copy.

Citizen Complaint Procedures

- Banning Police Department has a Personnel Complaint Policy, #1020, and follows the policy as described.
- Banning Police Department should have a personnel complaint brochure available in a public displayed area inside the lobby of the department.

Field Training Program

- Field Training Manager Sgt. Bennett has not been to Field Training Manager Training (SAC) through POST. Therefore, Banning PD is out of compliance with POST requirements.
- Captain Holder, who is off on injury, is a certified field training manager and has been to POST training in the past.
- Officers interviewed during the Audit stated shortcuts are being made to get new officers out of field training faster due to manpower shortages.
- During the interview portion of the Audit, officers stated sergeants are overlooking critical officer safety violations by trainees due to manpower shortages.
- Field training files are being maintained at Human Resources verses being maintained at the department.

Employee Interviews

- Thirty-four (34) of the thirty-eight (38) employees of the department were interviewed and asked general questions about welfare (morale), staffing, and management.
- Overall the employees stated morale is poor. However, due to the changes with the now Acting Police Chief (Lt. Avila) the employees feel morale is improving.
- The department as a whole feels Acting Chief Lt. Avila is doing an appropriate job as the Acting Chief. However, they were not happy when Lt. Fisher was the Interim Chief.
- Department staffing has done the best possible considering the number of employees available.
- Employees feel supervisors and managers could tell employees, "They are doing a good job" more often to help increase morale.
- Almost all employees have trust in their supervisors.
- Almost half the employees have considered leaving Banning PD in the past year.

Personnel Management

- Banning Police Department is not utilizing injured employees in a modified capacity, as outlined in Department Policy #1055, "Temporary Modified-Duty Assignments." Injured employees are instead being sent home until they are recovered from their injury and given a return to full duty release by a doctor.
- Patrol Division is working at a critically low capacity with only two (2) officers and one (1) supervisor on each of the four (4) patrol shifts.
- Several of the patrol shifts are being supervised by a corporal.
- Banning PD has eight (8) vacant sworn officer positions, and nothing had been done prior to beginning this Audit to fill those vacancies.
- Banning PD has four (4) vacant non-sworn positions, and again nothing had been done prior to beginning this Audit to fill those vacancies.
- Banning PD dispatchers are working twelve (12) hour shifts without a break, and eating lunch at the work station (dispatchers are paid for lunch).

Personnel Records Retention/Security

- POST backgrounds for all police employees, police training records, and personnel records are all being kept at Human Resources in a locked file cabinet.
- Several personnel records contain old (over seven (7) years) letters of reprimand and discipline. California Penal Code 832.5 allows records over five (5) years to be destroyed, unless involved in litigation.

Internal Affairs

- Internal Affairs from the management standpoint are being handled properly.
- Internal Affairs from the investigative standpoint are questionable, based upon a review of case [redacted] (POBR standards not being followed – [redacted]).
- Internal Affairs are being kept in a locked and alarmed room inside the department as required.

POST Training Program

- Review of the POST EDI account for Banning PD showed one (1) reserve officer (Diaz) out of POST compliance; he has not attended training since 2016. Also Captain Holder will be out of compliance if he does not attend at least twenty-four (24) hours in 2019.
- None of the Banning PD training files have an EDI printout showing training, and several training files do not have copies of POST certificates.

District Attorney Overview

- In-custody reports are timely to District Attorney.
- Reports by officers contain all elements of crimes.
- Stolen vehicle (CVC 10851) reports are missing contact with the victim.
- Video surveillance is being identified in the report but video was not picked up or booked into evidence (have officers use their cell phone to capture the video).
- Stolen checks/credit cards victims are not being contacted by officers.

Detective Division of Banning PD

- Detective Division is only two (2) detectives and one (1) sergeant.
- Detective Division is only working part I crimes.
- Detective Division could be staffed with 960 retired employees.

Funding Sources

- Review of fee schedule shows Banning PD behind in fees charges for public assistance events, such as impound vehicle release, citation correction, etc.
- Comparative agency fee schedules show revenue sources other agency charge that Banning PD could be, such as false alarm response and party calls, 2nd response.

Cursory Review of Police Budget

- Over budget on Overtime because of manpower shortage.
- Over budget on Workers' Compensation Reimbursement because not utilizing injured employees on modified duty, per Policy #1022.
- Fleet Maintenance account shows budgeted amount never used.
- Overall the department's current budget is at 58% expenditure for the fiscal year.

Grant Usage

- Captain Holder is the department's grant writer. The department is not making use of this resource.
- The department is not applying for available grants such as OTS and COPS which are available to small agencies.

Communication Center/Dispatch

- Dispatch staffing shortage. Dispatchers have six (6) shifts and only five (5) full-time dispatchers, with one (1) additional dispatcher in training.
- Dispatchers are working twelve (12) shifts without a break or lunch, but they are paid for missing lunch.
- Banning PD dispatchers uses a computer system called "RIMS" when all the surrounding local Police agencies use "ALLIANCE." This reduces the ability to use pay-call dispatchers from local surrounding agencies. Further, this reduces your ability to share information with local agencies.

Property/Evidence Storage

- Bicycles taken as evidence are being stored outside in a non-secure way.
- Only one (1) property custodian and too much property to control with one (1) person.
- Homicide evidence storage area to capacity.

Adult/Juvenile Detention areas

- Separate adult and juvenile holding areas.
- Juvenile logs present.
- Real time video of adult and juvenile holding areas for officers to observe.

RECOMMENDATIONS FROM AUDIT (BULLETS)

Policies and Procedures

- Establish an email link for each Banning PD employee and set them up to interface with Lexipol, so all personnel can receive Lexipol monthly trainings and policy updates.
- Patrol shifts use Lexipol monthly trainings as briefing training. Documentation of these trainings should be added to the employees training files.

Citizen Complaint Procedures

- Develop a personnel complaint pamphlet for citizens as information tool.
- Place the pamphlet in a visible area inside the lobby for citizens.
- Conduct refresher training with all personnel on following Personnel Complaint Policy.
- Place complaint procedure on the department's website.

Field Training Program

- Field Training Manager Sgt. Bennett be sent to POST Field Training for Supervisor/Manager Training (SAC), as POST requires this for anyone managing an FTO Program.
- Have Captain Holder manager the program until that time, as he has been to POST Field Training Manager Training in the past.
- Assure FTO's are following the training manual with trainees.
- Have a Lieutenant oversee the field training sergeant and be the training program manager (SAC). This individual must also attend the POST FTO SAC Course.

Personnel Management

- Immediate hiring of three (3) community service officers (CSO's) to augment patrol as a service that can take reports (Can be trained and put into service quickly).
- Look into augmenting Detective Division with 960 retired/independent contractor employees (Add experience to Detective Division).
- Look into augmenting dispatch with pay-call dispatchers from other local police agencies until hiring of vacant positions.
- Begin the interactive process with injured personnel to see if they could fill modified duty assignments within the department (Follow Department Policy #1055).

Personnel Records/Retention and Security

- Bring training records, POST backgrounds, and a copy of personnel records back to the department from Human Resources.
- New Chief brought up to speed on SB 1421 (Public Records Request Act).
- Assure adherence to POST regulations for backgrounds and training requirements.

Internal Affairs

- Chief of Police review Internal Affairs [redacted].
- Chief of Police should meet with any 3rd party investigation firm to assure compliance with and a clear understating of the scope of all internal investigations conducted by that firm.

POST Training Program

- POST training program for Banning PD be overseen by a Lieutenant.
- Establish a list of training classes Banning PD officers would like to attend in the future.
- Have officers returning from training give briefing trainings on new information gained at training.
- Post a copy of each employees EDI record in training record.

District Attorney Overview

- Three (3) minor requests from filing district attorneys involving stolen vehicle arrests, surveillance video for crimes, and stolen checks or credit card arrests.

Detective Division of Banning PD

- Augment Detective Division with 960 employees to be able to investigate additional crimes and cases (Currently only investigating Part I crimes).

Funding Sources

- Update Banning PD Fee Schedule to match local agency fee schedules.
- Develop a false alarm response fine policy or city ordinance.
- Begin charging a subpoena fee or outside legal agencies placing subpoena requests on officers (Fee allowed per Evidence Code 1563).

Cursory Review of Police Budget

- Following Modified Duty Police #1055 will reduce the department's liability for Workers' Compensation Reimbursement, which is currently at 719% of budgeted amount.

Grant Usage

- The department has a grant writer (Captain Holder), and should take advantage of this and write grants to increase funding and staffing of Banning PD.
- Begin training a Lieutenant for future grant writing or even a sergeant.
- Being having records compile statistics for traffic information and crime stats needed to grant reports.

Communication Center/Dispatch

- Establish a pay-call list of certified local agencies' dispatchers to augment Banning PD Communication/Dispatch Center.
- Fill Banning PD's four (4) vacant dispatch positions.

Property/Evidence Storage

- Secure bicycles stored on the south end of the building with a cable and lock.
- Bring a modified duty employee into property/evidence area to assist the property custodian with release/destruction.
- Hire a second property custodian position, so Chief of Police does not have to hold keys to property room.
- Have property custodian connect with other local agencies' property custodians to conduct joint property/gun-drugs destruction.

Adult/Juvenile Detention Areas

- No recommendations for this area.

CONCLUSION

This Audit was conducted as a specified scope review of the major components of the Banning Police Department. As such, many of the findings and recommendations in this report were based on a cursory review of department policies, limited observations of police officers and non-sworn support staff, and interviews with all cooperative employees.

Employee interviews showed Banning PD employees are resilient even though personnel are experiencing low morale. The present Acting Chief of Police has taken it upon himself to boost morale through several no cost events, such as providing dinner and gift cards out of his own pocket for employees working holidays.

As in many police organizations, the business of policing can be improved by reviewing the manner in which they operate. In this case, the Audit reported substantial progress can be made in efficiency and safety by using resources already available, such as volunteers, reserves, and modified duty employees. These can be accomplished without diminishing any level of service, integrity, or additional cost.

It is evident that Banning PD has many fine and dedicated employees, and this may have been a contributing factor for the department's sustained operation absent adequate staffing levels. The Audit Team was impressed by many of the sworn officers' appearance and caring attitudes toward the citizens they serve.

This Audit brought apprehension and questioning. Given the nature of Audits, this type of feeling is understandable, but this was alleviated by the City Manager informing police department personnel of the Auditor's presence and objective. Banning PD employees were made aware of this information in advance of this Audit.

In closing, the Audit Team would like to acknowledge there were Banning Police staff who welcomed the chance to provide information to clarify and improve their department. We would also like to thank Acting Chief Avila and Ms. Sol Avila for their patience and assistance with this sensitive task.

Shawn D. Hare, Chief Examiner

Darrell R. Smith, Examiner

Completed February 19, 2019



BANNING POLICE AUDIT

Banning Police Department 2019

ATTACHMENT INDEX

1. Chief of Police Recruitment flyer/Job Description.
2. Hemet Police Department Hiring bonus flyer.
3. Banning PD Crime stats November 2018 and YTD.
4. Report reference 960 independent contractors.
5. Comparative Agencies Fee Schedules.
6. Banning PD budget used to review.
7. Grant information.
8. Banning PD Response time information.

BANNING POLICE AUDIT

Banning Police Department 2019

Attachment 1



City of Banning

Invites your
application for the
position of

POLICE CHIEF



RECRUITMENT OPEN UNTIL POSITION FILLED



THE COMMUNITY

The City of Banning is a growing Southern California community. Incorporated in 1913, the City of Banning covers approximately 27 square miles and currently has a population of approximately 30,000 residents. The citizens enjoy their own public city services: electric, water, wastewater, and street departments. The City of Banning is located alongside Interstate 10 approximately 80 miles east of Los Angeles and 25 miles west of Palm Springs. Banning is well known for its picturesque qualities, nestled between the majestic San Gorgonio and San Jacinto mountains - the two tallest peaks in Southern California. The community enjoys a quiet rural lifestyle, nearby outdoor opportunities, invigorating and healthful clean air - the key ingredients that lure families to our City.

Currently a new state superior court is under construction and near completion. There are also two new large residential projects currently in the planning process.

THE GOVERNMENT

Incorporated in 1913, the City of Banning is a general law city operating under the Council-Manager form of government. The City Council consists of five members elected to staggered four year terms by district with a rotating Mayor and Mayor Pro Tem chosen annually by the Council. The City Manager and City Attorney are appointed by the City Council.

THE DEPARTMENT

The Banning Police Department's first uniformed Police Department was established in 1913. The Banning Police Department consists of 25 sworn personnel and 15 classified personnel. The Police Department offers a variety of services and assignments, such as: Field Patrol, Detective Bureau, Emergency Tactical Unit, Gang Task Force, School Resource Officer, Field Training Officer, and Reserve Police Officer Program.

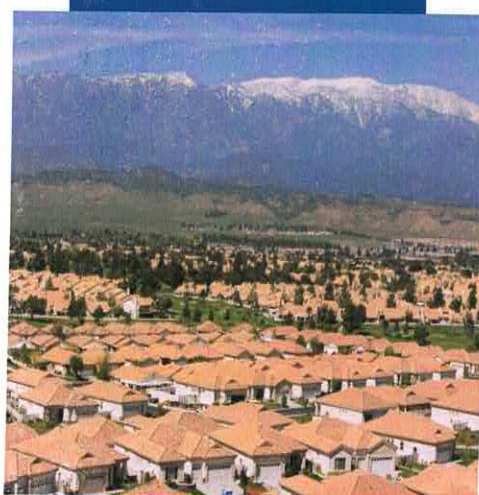




THE POSITION

Plans, organizes, and directs the activities and functions of the Police Department, including Operations, Investigations, Support Services, and Administrative Divisions. Provides leadership to accomplish the mission, goals and objectives as defined in collaboration with the City and subordinate staff. Establishes protection of life and property through law enforcement, crime control, prevention measures, traffic enforcement, recovery of property and apprehension of offenders. Controls duties in a manner consistent with Department policy and legal guidelines to protect the interest of the public. Additional representative duties:

1. Identifies and monitors long- and short-range goals and objectives.
2. Identifies, reviews, assesses, oversees and modifies and/or approves modifications of operational policies and procedures.
3. Identifies and establishes operational protocols and processes.
4. Recommends and implements changes to existing policies and procedures.
5. Determines compliance with Department policies and procedures.
6. Oversees and manages assigned staff and personnel.
7. Interviews prospective employees, hires and/or recommends hiring.
8. Provides training and resources to personnel, designs and/or oversees development of performance measures, deliverables and related strategic planning efforts and incorporates strategic planning into the budget process.
9. Identifies and implements new employee and on-going staff training programs.
10. Coordinates, prioritizes and assigns tasks and projects.
11. Tracks and reviews work progress and process. Evaluates work performance and/or recommends and implements disciplinary actions.
12. Identifies staffing, equipment, facilities and related needs.
13. Conducts and attends public meetings. Receives briefings, updates and progress reports on individual projects or programs from staff members and outside entities.
14. Reviews trends and practices in law enforcement, police science and criminal justice at the local, state and Federal level.
15. Serves as a resource and liaison between the City Police Department and external local, state and national agencies, entities and/or individuals.
16. Monitors budget allocations and reviews and recommends approval of budget expenditures and purchases.
17. Performs other duties as assigned or required.





THE IDEAL CONDIDATE

The Police Chief will be an integral part of the City's Executive Management team and a recognized community leader. The ideal Police Chief must be a hands-on professional working manager with excellent verbal and written communication skills who will actively engage all of the organization's stakeholders in accomplishing the defined goals and objectives of the City Council through direction from the City Manager. The ideal candidate must have at a minimum a Bachelor's degree in Law, Criminal Justice, Public Administration or related field. Candidates should have at least ten (10) years law enforcement experience that includes positions of increasing supervisory responsibility, and a minimum of five (5) years at management level. Must have at the time of application and must maintain State of California Police Officer Standards and Training (POST) management certification and California driver license. Depending on the needs of the City, incumbents in this classification may be required to obtain and maintain additional licenses or certifications for the practice of law enforcement.

KNOWLEDGE AND SKILLS

Knowledge of applicable Federal, State and local laws, codes, statutes, regulations, ordinances, administrative orders and other operational guidelines in criminal procedures.

Knowledge of the City's and the Department's policies and procedures.

Knowledge of management and/or supervision principles.

Knowledge of administration of complex budgets. modern law enforcement trends and practices.

Knowledge of use of firearms and modern police equipment.

Knowledge of principles and practices of crime prevention, suppression and law enforcement.

Knowledge of laws governing the rights of citizens including apprehension, arrest and custody procedures.

Knowledge of recent court decisions which impact law enforcement.

Knowledge of the legislative process and legal terminology.

Skill in reading, understanding, interpreting and applying relevant local, State and Federal statutes, rules, regulations, ordinances, codes, administrative orders, policies and procedures and other operational guidelines and directives.

Skill in assessing and prioritizing multiple tasks, projects and/or demands.

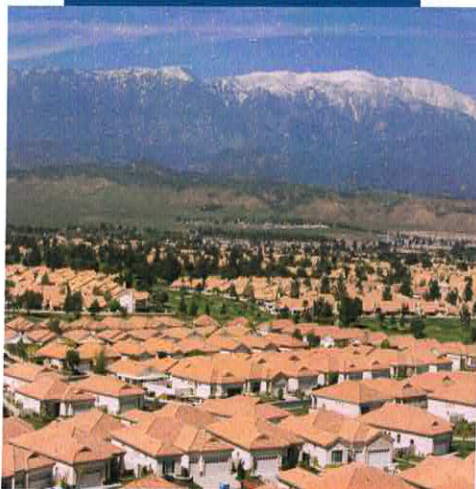
Skill in preparation of clear and concise administrative and financial reports.

Skill in working within deadlines to complete projects and assignments.

Skill in assessing, analyzing, identifying and implementing solutions to complex problems.

Skill in establishing and maintaining effective working relations with co-workers, staff, vendors, contractors, visitors, the general public and others having business with the City of Banning.

Skill in operating a personal computer utilizing a variety of software applications.





COMPENSATION & BENEFITS

The salary range is \$131,002 to \$177,230 annually
plus benefits

(Starting salary is dependent upon qualifications)

The final candidate(s) will be required to successfully pass a thorough reference and background check. The appointed candidate will be required to successfully pass a medical exam and drug screening.

Persons with a disability who require special assistance or accommodations may call (951) 922-3155. We are proud to be an equal opportunity employer.

Provisions of this bulletin do not constitute, nor guarantee, an express or implied contract for employment, and may be revoked or modified without notice.

CalPERS Retirement: New employees with recent service with CalPERS pay up to 9% of the employee rate with the 2% @ 50 Plan and 3 Year Average formula. New hires with no CalPERS service as of January 1, 2013, will pay up to 12.25% of the employee rate and will be subject to the 2.7% @57 Plan, with 3 Year Average formula and a mandatory contribution of normal costs as established by the new Pension Reform Act Law. The City also participates in Social Security.

Cafeteria Allowance: Allotment of \$20,000 per year. The funds may be used towards the purchase of medical, dental or other supplemental insurance coverage. Employee is entitled to receive 92.5% of the cafeteria benefit as taxable income or converted to a 457 Plan or City sponsored Medical Savings Account if proof of acceptable outside insurance is provided.

Vision Expense: \$250 eyewear/eye-care reimbursement every 2 years.

Car Allowance: \$250 per month for car allowance.

Education Incentive: Pays up to \$450 per month for a P.O.S.T. Management Certification.

Life/Disability Insurance: \$150,000 basic life insurance and AD&D. Must participate in the City's STD/LTD insurance which provides 60% of pre-disability salary, tax free, up to \$5,000 per month.

Uniform Allowance: \$110 per month for uniform allowance.

Utility Allowance: \$150 per month against cost of electric, water, wastewater and refuse if residing within Banning city limits.

Paid Leave: Up to 160 hours of accrued vacation leave annually with right to cash in a maximum of 80 hours annually; 12 paid holidays and one (1) floating holiday annually; 96 hours sick leave with right to cash in a maximum of 96 hours annually with 40 hours minimum balance.

RECRUITMENT SCHEDULE: (Open until Filled)

First Review of Applications: May 24, 2018

Selection of Applicant: To Be Determined

BANNING POLICE AUDIT

Banning Police Department 2019

Attachment 2



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[GOVERNMENT](#)

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[RESIDENTS](#)

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HEMET POLICE DEPARTMENT

Join the HPD Team!



BONUS INCREASED TO
\$15,000.00*!!

[Click HERE to email our Recruiting Team TODAY!](#)

Competitive Pay - "Fast Track", Friendly Hiring Process

Excellent Benefits - Medical/Dental/Vision Plan

All Safety Equipment Provided - Great Family Atmosphere

Special Details - SWAT - K-9 - Crime Suppression - Traffic

[Click HERE to see full list of BENEFITS and QUALIFICATIONS](#)

[Ready to Come Over? Click HERE to Download & Submit an Application Today!](#)

Signing bonus & PERS formula based on prior experience

CONTACT US

Chief Rob Webb

Police Chief

[Email](#)

450 E. Latham Ave.
Hemet, CA 92543

Phone: (951) 765-2400
Fax: (951) 765-2412

LINKS

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[Alarm Permits - Information, Payments & FAQ's](#)
[Hemet Police Facebook Page](#)
[HPD EEOP Utilization Report](#)
[Animal Control Services](#)
[Megan's Law Database](#)

FAQS

[VIEW ALL](#)

[Can I get a copy of my Traffic Collision report on-line?](#)

[Do I need an Alarm Permit for my Home? How do I get one?](#)

[How do I get my vehicle out of impound?](#)

NOTIFY ME

UTILITY BILL PAY

BANNING POLICE AUDIT

Banning Police Department 2019

Attachment 3

BANNING POLICE DEPARTMENT
NOVEMBER, 2018

CRIME	Nov-18	Nov-17	% CHGE	YTD-18	YTD-17	% CHGE
PART 1 CRIMES						
Homicide	1	0	100%	5	2	150%
Rape	0	0	0%	16	14	14%
Robbery	2	1	100%	26	17	53%
Assaults Agg/Simp	15	18	-17%	233	270	-14%
Burglary	12	25	-52%	178	235	-24%
Vehicle Theft	17	16	6%	117	149	-21%
Larceny	10	15	-33%	193	234	-18%
OTHER						
Narcotics	13	23	-43%	252	342	-26%
DUI	5	5	0%	24	39	-38%
T/C Non-Injury	19	24	-21%	209	212	-1%
T/C Injury	5	6	-17%	53	54	-2%
T/C Fatal	0	0	0%	4	2	100%
Citations	287	212	35%	2763	2530	9%
Total Incidents	2863	3039	-6%	33631	36853	-9%

BANNING POLICE AUDIT

Banning Police Department 2019

Attachment 4

**WHERE ARE THE POLICE?
SHOULD CALIFORNIA LAW ENFORCEMENT AGENCIES
IMPLEMENT A PROGRAM TO HIRE INDEPENDENT CONTRACT
POLICE OFFICERS WHO WORK ON A PER DIEM BASIS?**

by

**Robert C. Bivens
Bakersfield Police Department**

May 2007

COMMAND COLLEGE CLASS 40

WHERE ARE THE POLICE? SHOULD CALIFORNIA LAW ENFORCEMENT AGENCIES IMPLEMENT A PROGRAM TO HIRE INDEPENDENT CONTRACT POLICE OFFICERS WHO WORK ON A PER DIEM BASIS?

She is startled awake by the sound of breaking glass and laid in bed in a frozen state. As she calmed herself by thinking it was only a dream, she hears a noise coming from downstairs. She jumps up, tiptoes to her bedroom door, closes and locks it. Back to the bedside, she grabs her phone, rushes into the bathroom and locks the door. She calls "911" and tells the operator someone has just broken into her house and she can hear them downstairs. The operator stays on the line with her waiting on officers to arrive. She waits and waits, and still no officer has arrived. Luckily, she had her cell phone next to her bed and had carried it into the bathroom. She calls her neighbor on the cell phone; he comes over and scares the intruder off. Eventually the 911 Operator tells her it's okay; the officers have arrived. Why did it take them so long?

Agencies throughout California are in a rare predicament, all faced with the same problems: a decreased hiring pool of eligible applicants; the overall changing opinion of public servants; and making their department more attractive than the next to prospective recruits. Is one of the solutions to some of these problems hiring officers on a per diem basis or from a hiring pool as is done in the medical profession? Rather than an exception, per diem work may become the norm in police recruitment; not just to fill the ranks, but to fulfill the basic mission of law enforcement.

Response Times and Vacancy Factors; the Bakersfield Experience

There are many reasons why officer's response times are steadily increasing. The policing organizations of the future will be forced to endure chronic staffing shortages or find new and untested ways to resolve issues of retirement and resignation in their ranks.

Consider an example of the current reality of many California law enforcement agencies: The Bakersfield CA Police Department's sworn officers received the "3 @ 50" retirement package in 2003, allowing many veteran officers to leave the Department years before they might have planned. By the end of 2005, 34 of the 345 sworn compliment retired under this plan, with eight more leaving due to industrial retirements from job related injuries.¹ At the same time, the City enacted a hiring freeze due to budgetary constraints caused by the collapse of the "dot.com" sector of the stock market.

It wasn't until 2005 that the Department was allowed to begin testing for and hiring new officers. Even though they were able to hire twenty-eight officers, these recruits still had to complete the academy and field training program. This translates to about ten and a half months of training before they are able to

¹ Figures provided by the Bakersfield Police Departments, Office of the Chief of Police (2007)

function as solo beat officers. Out of this cadre of recruits, twenty-one actually graduated; only sixteen are now working for the Department just one year later.

As can be seen in the following chart, the population of Bakersfield increased by approximately 27,664 people from 2004 to 2006. With attrition and the hiring freeze, this impacted the City Council's stated goal of having 1.3 police officers per every 1,000 citizens. From 2000 to 2006, sworn staff increased by only 45 authorized positions, lagging well behind a population increase of more than 65,000. To achieve the Council's goal, the Police Department would have to add forty-five new police officer positions this year alone, and then sustain accelerated rates of hiring for the foreseeable future.

Bakersfield Projected Population

Year	City of Bakersfield	Metropolitan Bakersfield*
2006	300,800	456,600
2007	311,600	467,800
2008	322,500	479,000
2009	333,400	490,200
2010	344,300	501,400
2011	355,200	512,600
2012	366,000	523,800
2013	376,900	535,000
2014	387,800	546,200
2015	398,700	557,400

The increase in population coupled with a decrease of people choosing policing as a career, will force cities to face a serious crisis of how to offer public safety services in a changing society. The shortage of new recruits is attributed to a weakened economy, lucrative retirement packages, and an aging workforce.² The mass exodus of police officers of all ranks who have reached the age of fifty is forcing law enforcement agencies to fill managerial positions with younger officers who have limited supervisory experience. For example, Bakersfield promoted 34 officers to positions at or above the rank of sergeant from 2004 to 2006. This means about 68% of their supervisory personnel had less than two years experience at that rank. Filling the managerial and supervisory positions also caused a chain reaction leaving patrol officer positions vacant. This snapshot of the Bakersfield Police Department could be considered the norm for many California law enforcement agencies struggling with growing communities and deploying inadequately staffed patrol shifts to respond to a growing number of calls for service. Clearly, something needs to change. How, then, can we staff vacant positions to protect the community during a time of endless recruiting and retirement?

² Reeves, S (2005, September). An Aging Workforce's Effects on U.S. Employers. Forbes http://www.forbes.com/careers/2005/09/28/career-babyboomer-work-cx_sr_0929bizbasics.html (last visited March 20, 2006)

Staffing Alternatives in the 21ST Century

The California Occupational Projections Report indicates between 2002 and 2012, nearly 2.7 million new jobs will be created and almost 3.5 million separations will occur.³ This will result in the need to fill 6.2 million jobs in the same 10 year period. According to the California Performance Review Report, the State Personnel Board says that 70,000 or 34 percent of the state's employees are eligible to retire in the next five years.⁴ Other estimates say the "number could actually be as high as 49 percent, or as may as 100,000 state employees."⁵ This same report indicates that state public safety employees had a separation rate equal to 33 percent in 2003 and 23 percent in 2004.⁶ For the past six years, state public safety employees have had an average annual separation rate of 30 percent.⁷ In 2004, 25 percent of the public safety employees were over the age of 50, which means many of them could be eligible to retire, depending on when they entered the system.⁸

The California Department of Labor's "Occupational Projections of Employment Report" related to law enforcement workers estimates how many new positions are anticipated to be added over the 10 year projection. The number of separations projected due to retirement or other reasons is also listed. These two numbers added together reflect the estimated number of positions that may need to be filled over the next 10 years.⁹

The following table reflects the 10 year projection for specific law enforcement employees in California from 2002 to 2012. In 2002 there were 125,100 law enforcement workers. That number is projected to grow to 162,800 by 2012, an increase of 37,700. However, during this same period it is projected there will be 30,300 separations. If correct, a total of about 68,000 people would have to be hired to meet public safety needs.¹⁰ Police and Sheriff's patrol officers alone would account for 45,400 of the total number. Annualized, this would mean law enforcement agencies will need to hire 4,540 officers each year over the next 10 years. Collectively, if they hire five out of every 100 who apply, it would take an applicant pool of nearly 91,000 to hire 4,540.¹¹

³ California Occupational Employment Projections 2002-2012, *Occupations with the fastest growth*, [www.calmis.cahwnet.gov/file/occproj/cal\\$fastest.pdf.htm](http://www.calmis.cahwnet.gov/file/occproj/cal$fastest.pdf.htm), (Last visited March 14, 2006)

⁴ California Performance Review, *S043 Creating a Workforce Plan for California State Employees* <http://www.cpr.ca.gov/report/cprprt/issrec/stops/pm/so43.htm> (Last visited March 14, 2006)

⁵ Ibid.

⁶ Ibid, 2.

⁷ Ibid, 3.

⁸ California Performance Review, *Good People, Good Government*, <http://www.cpr.ca.gov/report/cprprt/preshg/good.htm> (Last visited March 20, 2006)

⁹ California Occupational Projections, 2002-2012

¹⁰ Peace Officer Standards and Training, *Best Practices in Recruitment and Retention*, <http://www.post.ca.gov/training/bestpractices/bestpractice-recruitment.asp> (Last visited June 24, 2006)

¹¹ Ibid.

CALIFORNIA OCCUPATIONAL PROJECTIONS 2002-2012 LAW ENFORCEMENT WORKERS

Occupational Titles	Avg. Annual Employment		No. Change (Growth)	% Change	Separations	Total Positions to fill
	2002	2012				
Law Enforcement Worker Title	125,100	162,800	37,700	30.1%	30,300	68,000
Correctional Officers & Jailers	36,800	45,000	8,200	22.3%	7,600	15,800
Detectives & Criminal	9,300	12,100	2,800	30.1%	2,500	5,300
Parking Enf. Workers	1,800	2,200	400	22.2%	300	700
Police & Sheriff's Patrol Officers	75,500	101,400	25,900	34.3%	19,500	45,400
Transit & Railroad Police	1,100	1,400	300	27.3%	200	500

Although recruitment woes are not a new phenomenon, it has been recognized by law enforcement leaders as a significant issue that must be addressed in the very near future. So what is the city or county that finds itself losing police officers supposed to do? It is unlikely that a city or county will be able to increase police officer salaries enough to make buying a home a reasonable goal in many areas. Further, the cost of living in California is not going to drop appreciably. How, then, could we tap the potential of the existing workforce to fill hiring needs? There are some strategies to consider as one works to provide solutions to the problem

Recycling our workforce to help address a staffing shortage

California law enforcement agencies need to implement new hiring strategies to effectively staff their departments to ensure safety and effective service delivery. There are several sources readily available to assist law enforcement agencies in meeting staffing needs if certain legal measures are undertaken to address them. Three valuable resources could be tapped to address staffing shortages in California law enforcement agencies. Retirees, women who have left law enforcement to raise their families, and current law enforcement officers could be utilized to fill existing officer vacancies on a per diem basis.

Retirees are a valuable resource that could be brought back into law enforcement if pension payment restrictions were relaxed. The 3 @ 50 benefit has allowed many veteran officers to leave the work place at a much younger age. Many of these former officers, though, find themselves looking for alternate employment shortly after retirement. Many seek out employment to supplement

their pension income, while others find it necessary to overcome the feeling of wasting precious hours doing nothing of value. No matter the reasons, measures could be taken to lure experienced officers back to the work place. Even those on the payroll of neighboring agencies could be a valid resource for filling the ranks.

Seventy-six California agencies sent representatives to the 2005 P.O.S.T. Recruitment and Retention Symposium. These agencies had a combined total of more than 8,300 vacancies. Many use modified work schedules to offer employees a work week consisting of three twelve and one four hour day, or four ten hour days. Many of those officers use their time off for second jobs to supplement their income. Would it be possible to allow these officers to work as independent contractors at other law enforcement agencies? Could a local registry, like the health care industry, be developed where officers are employed on a per diem basis?

Law enforcement agencies have traditionally staffed their agencies with full time police officers, who receive full benefits, working a variety of shifts based on a forty hour work schedule or an eighty hour bi-weekly work schedule. Although hourly shift schedules have been flexed utilizing eight, ten and twelve hour shifts, agencies have been reluctant to allow employees to self schedule their work hours, due largely to the nature of the job. The health care industry, however, has been utilizing Nurse Registries successfully for many years to fill gaps caused by short and long term vacancies.

A nurse registry is a business that provides nurse and health care assistance to people who need the services of healthcare professionals. Nurses are normally contracted by the agency on a per diem basis and make themselves available for hire by hospitals and other providers of care for help during busy periods to cover staffing shortages.¹²

Much like law enforcement officers, nurses are required to complete a rigorous training program. Registered nurses generally receive their basic preparation through graduation with an Associate of Science in Nursing Degree programs which consists of two to three years of college level study with a strong emphasis on clinical knowledge and skills. Like law enforcement, the government regulates the profession of nursing to protect the public. Their scope of practice is defined by legislative and regulatory laws which are administered by a State Nursing Board. Nurses may be licensed in more than one state, either by examination or endorsement of a license issued by another state. In addition, the states which have adopted the Nurse Licensure Compact allow nurses licensed in one of the states to practice in all of them through mutual recognition licensure.¹³ Is it time to create a "Police Licensure Compact" to do the same for law enforcement?

Changing the Face of the Law Enforcement Workplace

¹² Part-Time Work, Advancing Women Homepage <http://www.advancingwoen.com/wkparttime.htm> (Last visited March 2006)

¹³ <http://www.wikipedia.org/wiki/nursingagency> (Last visited March 2006)

Paul Light, Vice President and Director of Government Studies at Brookings Institution, writes: "The federal government was designed for a workforce that has not existed for several decades. Built around 30-year careers with one-way in right after high school or college and one way-out at retirement, it is a place for employees who care more about long term security than short term achievement. Young Americans see dead end jobs ruled by seniority, not performance." Light also pointed out the federal government is losing the talent war on two fronts. Its personnel system is slow in hiring, almost useless in firing, overly permissive in promoting, out of touch with performance and penurious in training. Government hierarchies are so thickened with needless layers that agencies cannot provide the kind of work that today's labor market expects."¹⁴

The creation of a police registry could address some of the trends related to the wants and needs of today's workforce. The flexibility to self schedule, controlling when and where they work has been identified as a major factor in deciding if they continue employment within a specific field. This registry could include a bevy of experienced law enforcement officers. The police registry would be operated by a private firm that secures employment contracts with independent municipalities. The registry would ensure each registry officer is qualified to work in this capacity by conducting a background check to include employment records and POST certifications. The registry could also act as the conduit between POST and the registry officers by scheduling localized training and providing legislative up-dates.

The registry could maintain copies of all policy and procedure manuals from local municipalities, providing registry officers a copy upon employment. Officers who participate in the registry would submit a resume to their perspective employer to include POST certifications, training certificates, and a private insurance binder. The officer would also be asked to sign a waiver disclosing findings of all internal affairs complaints from previous employers. The registry officer would indicate the police functions he or she is qualified to work and days or hours they would be available. Highlights of registry approach may be:

- Registry officers could enter into contractual agreements with law enforcement agencies to provide their service for a specific period of time.
- These contracts could be very flexible, employing registry officers for period as short as one month or as long as one year.
- The employing agency will identify their specific needs as it relates to hours per week, days per week, duties and shift assignment.
- Registry officers would be compensated based on an hourly rate established by the employing agency.
- The registry officers would not collect benefits associated with full time employment.

¹⁴ Paul C. Light, *The New Public Service*. The Brookings Institute, c.2000, <http://www.brookings.edu/views/articles/light/20000101.htm> (Last visited March 12, 2006)

- Employment terms within the contract would allow the employing agency to terminate a registry officer for violating state or federal laws or violations of departmental policies and procedures.

The benefits of this type of program could be endless. It would give police leaders the ability to design and staff community programs that require diverse time commitments without having to pull officers away from depleted patrol divisions. It would also help fill gaps in service caused by temporary or mid-term vacancies in the sworn ranks.

Who would want to work from a registry?

If most California law enforcement agencies are already offering great incentives and providing a quality place to work with good benefits, why are so many suffering vacancies as never before? Maybe there are not enough people interested in a career in law enforcement, or maybe law enforcement hasn't changed with the times. In "The Price of Motherhood", Anne Crittenden notes the significant difference between male and female employees.¹⁵

Because they have babies, many women desire a temporarily reduced, more flexible work schedule during their child raising years. Providing such scheduling would increase hiring costs for women employees, but the study reported the employer would ultimately benefit because the cost of retaining capable women is less than the price of losing them.¹⁶

Women in law enforcement are generally given very little flexibility once their child is born. Their options are usually to return to full duty at the end of their family leave entitlement, or retire. It comes as no secret that the responsibility for raising children in the United States is still disproportionately placed on the women. A study conducted by the Radcliffe Public Policy Center at Harvard University, revealed that a flexible work schedule was identified as important to 83 percent of the women surveyed.¹⁷ A per diem police officer registry would allow women officers to stay employed by working a schedule that balances their ability to maintain a household and career.

Retired Employees Ready, Willing, and Able

An informal survey was sent in March of 2007 to all retired officers from the Bakersfield Police Department asking them if they would return to work on a per diem basis. Twenty-five retirees responded to the questionnaire. All but one said he or she would return to work. The retiree's wanted to return to their former rank or be considered a "special agent," desiring work of about 20 -30 hours per week. Most requested to work non-patrol duties, such as training, planning and

¹⁵ Crittenden, Ann, "The Price of Motherhood: Why the most important job in the world is still the least valued," Owl Publishing Co. N.Y. 1998

¹⁶ Ibid.

¹⁷ "The New American Worker in the New American Economy," California Parks and Recreation Magazine, Winter 2001, p48

research, court complaint officer, range master, quarter master, property supervisor, internal affairs and cold case investigator. These findings are consistent with research conducted by Professor Barbara McIntosh from the University of Vermont. She says, "Employers in effect have waived their relationship with the very people they're going to need. We are facing a severe labor shortage. The logical segment is workers who have retired or are thinking about retiring". She cites a survey that reports 80 percent of retirees want to work. The catch is that they want to work part-time, and have flexibility.¹⁸

Resistance to change

The requirements to become a police officer in the state of California are set out in the P.O.S.T. Administrative Manual. The Administrative Manual sets the minimum standards that must be met to maintain a police officer's status. Additionally, the P.O.S.T. Administrative Manual sets the requirements related to professional training standards, minimum hiring standards and the certification of professional development. If officers are able to meet and maintain P.O.S.T. mandated training requirements, it is essential that they work a full time position for only one agency?

Sharing officers is unheard of and the California Employees Retirement System (PERS) does not allow an officer to work for two PERS agencies at the same time. Nor can a retiree from a PERS agency return to work for a PERS agency in excess of 960 hours a year. Many State agencies have utilized retired part-time officers. Although they are a valuable resource, PERS and the California Government Code mandate these employees are only able to work 960 hours in a calendar year. Could changes be made to the PERS retirement system that would allow PERS agencies to staff 5 to 10 percent of their sworn compliment with per diem officers regardless of hours worked?

Worker's compensation coverage for per diem employees may be another area to address if this concept were to become reality. Generally, workers compensation insurance is managed by city-contracted private vendors. Appropriate private insurance is established for the workforce; the company pays workers' compensation claims and also holds the City harmless for the actions of its employees. These same requirements could be used when hiring per diem police officers. It may be possible to require the per diem employee to maintain private insurance to cover themselves in the event of injury, in much the same way the purchase of private insurance by reserve police officers is now handled.

Certainly, there may be other, less critical, objections to creating a per diem workforce. As long as police agencies and their managers stay focused on the goals and outcomes of the future program, any issues can be resolved as a balance between the unacceptable status quo and the safety of the community.

Influence and innovation

¹⁸ Grappling with the R Word, Lee Griffin, The View, www.uvm.edu/theview/article.php?id=117 (Last visited March 5, 2007)

The only nationwide drive to establish common law enforcement goals and objectives is the Commission on Accreditation for Law Enforcement Agencies (CALEA). It was formed in 1979 by four major law enforcement executive membership associations: the International Association of Chiefs of Police, National Organization of Black Law Enforcement Executives, National Sheriff's Association, and Police Executive Research Forum.¹⁹

CALEA has not been popular with many California law enforcement agencies as it mandates rigorous standards with mandatory compliance that is time consuming and cost prohibitive. A collaborative effort mounted by these very agencies could have a tremendous impact to open dialog in that State with labor unions and large law enforcement organizations to enable pilot efforts of this concept. Those in California who might initially resist change, like the California Peace Officers Association, the Peace Officers Research Association of California, and Commission on Police Officers Standards and Training, must be a part of the collaborative to create this solution. Once informed, these organizations and others should readily see the advantages of the approach, as well as its efficacy in resolving chronic problems with staffing shortages across the State.

New Staffing Strategies Starting to Take Shape

There are already programs to supplement the fulltime workforce that might be used as models for the per diem concept. For instance, innovative staffing options are now being explored at the Burbank Airport Authority Police Department. The Burbank Airport PD is offering a job share program for police officers. Two retired officers will combine to share one full time position as a sworn police officer. The officers work a 4/12 to facilitate two 12 hour shifts per officer. This schedule is flexible allowing swaps. Officers that average over 20 hours per week qualify for full benefits and overtime hours are available to those interested. Pay is determined by experience and POST certifications. Fifteen retired officers have applied and several female officers employed by neighboring agencies have indicated that they would be willing to quit at their agency's to work part time at the Airport.

The Burbank Airport PD is in a unique position to benefit from this pool of dedicated, experienced and tested veterans because the Airport PD is not a PERS member. Qualified officers will be able to collect 100% of their PERS retirement in addition to the Airport PD pay and benefits. Although this is not a police registry, some of the strategies employed by the Burbank Airport PD are similar in concept utilizing flexible scheduling and existing resources, retirees, to fill vacant positions with qualified employees.

The tremendous interest in this position by both retired and currently employed female officers should send a clear message to law enforcement leaders that a registry or similar staffing model is very desirable with a large segment of today's available workforce. It will only be a matter of time before law

¹⁹ The Standards, Commission on Accreditation for Law Enforcement Agencies, <http://www.calea.org/newweb/accreditation%20Info/standards.htm> (Last visited June 24, 2006)

enforcement agencies throughout California adopt similar programs to allow them to entice officers away from long time employers because they fail to provide for the officers personal needs.

Conclusion

With approximately 8,000 law enforcement openings in California right now, law enforcement leaders realize it would take years to hire qualified applicants to fill the current openings. The shrinking availability of existing resources can no longer be ignored, requiring innovative non-traditional hiring practices to be explored. It will be a difficult task for many agencies to retain their traditional hiring practices and paramilitary mindset during these changing times with a changing workforce. To remain competitive in the quest for qualified applicants, law enforcement leaders will have to break away from the stoic mentality of "If it isn't broke don't fix it". Rather than talk in circles about lowering the standards required to become a police officer, creative recruitment solutions like job sharing, self scheduling and per diem police officers need to be explored to not only recruit qualified personnel, but retain them as well.

BANNING POLICE AUDIT

Banning Police Department 2019

Attachment 5



City of Beaumont Fee Schedule

<i>Service Name</i>	<i>Fee Description</i>	<i>Adopted Fee</i>
Grading Plan Check: 4th and Subsequent Review	City Cost + Admin 20%	City Cost + Admin 20%
GRADING (COMMERCIAL)		
Grading Plan Check - Includes First 3 Reviews	Per Sheet	\$787.00
Grading or Stockpile Plan Check Amendment (Residential or Commercial)	Deposit	\$2,500.00
Grading Plan Check: 4th and Subsequent Review	City Cost + Admin 20%	City Cost + Admin 20%
GRADING (INSPECTIONS)		
Grading or Stockpile Inspection: 2,000 CY	Base + each additional 1,000 CY or fraction thereof	\$1,680 Base + \$420 each additional 1,000 CY or fraction thereof up to 10,000
Grading or Stockpile Inspection: 10,000 CY	Base + each additional 1,000 CY or fraction thereof	\$3,780 Base + \$61 each additional 1,000 CY or fraction thereof up to 100,000
Grading or Stockpile Inspection: 100,000 CY	Base + each additional 1,000 CY or fraction thereof	\$10,500 Base + \$105 each additional 1,000 CY or fraction thereof up to 200,000
Grading or Stockpile Inspection: Over 200,001 CY	Deposit	\$25,000.00
Grading or Stockpile Inspection: Infill Less Than 1 Acre	Fixed Fee	\$420.00
Engineer's Estimate		
\$0-10,000	Min. \$750.00	
10K-50K	7.50%	
50K-100K	6.50%	
100K-200K	5.00%	
200K-500K	4.00%	
Over 500K	3.00%	

POLICE		
<i>Service Name</i>	<i>Fee Description</i>	<i>Adopted Fee</i>
Police Reports, Black and White	Fixed Fee	\$0.35
Police Reports, Color	Fixed Fee	\$0.45
Stored Vehicles Release	Set by Vehicle Code	\$75.00
Vin Verification	Fixed Fee	\$15.00
Fingerprinting - Non Resident of City	Fixed Fee	\$25.00
Fingerprinting - Beaumont City Resident	Fixed Fee	\$15.00
Immigration Letter/Visa/Records Check	Fixed Fee	\$10.00
Traffic Citation Sign Offs	Fixed Fee	\$15.00
Reproduction of Audio/Video/DVD/CD	Fixed Fee	\$7.00
Peddler Solicitor Permit - Per Person, Annually	Fixed Fee	\$50.00
Bingo Permit	Fixed Fee	\$50.00

Any fees not included in this Fee Schedule will be calculated based on actual costs to provide the service.
All Non-Deposit Plan Check Fees cover 3 Plan Checks. All Deposit Based Fees are charged in 30 minute increments.



City of Beaumont Fee Schedule

<i>Service Name</i>	<i>Fee Description</i>	<i>Adopted Fee</i>
Stored Vehicles Release - DUI	Set by Penal Code	\$150.00
RV Parking Permit - 72 hours	Fixed Fee	\$5.00
Alarm License	Fixed Fee	\$21.00
Tow Yard Inspection Fee	Fixed Fee	\$143.00
Second hand dealers license	Fixed Fee	\$107.00
Concealed Weapon Carry Permit	Fixed Fee	\$100.00
Fortune Teller Permit, Annually	Fixed Fee	\$240.00
Masseur permit with background, Annual	Fixed Fee	\$100.00
Massage Establishment Permit, Annually	Fixed Fee	\$101.00
Adult Oriented Establishment Permit, Annually	Fixed Fee	\$424.00
Tobacco Retailer Permit	Fixed Fee	\$250.00
Golf Cart - Annual	Fixed Fee	\$50.00
Unlicensed Group Home	Fixed Fee	\$800.00
Graffiti Implementation Sales	Fixed Fee	\$25.00
Abandoned House Registration	Fixed Fee	\$200.00
Weed Abatement, City Admin	Fixed Fee	\$125.00
Weed Abatement	Actual Cost	Actual Cost
Subscription Program, City Admin	Fixed Fee	\$75.00

ANIMAL CARE

Beaumont		
Owner Turn In - Picking Up	Fixed Admin Fee	\$20.00
Owner Turn In - Bringing In	Fixed Admin Fee	\$10.00
Owner Turn In - Shelter Cost	Actual Cost	\$81.00
Return to Owner/Impounded Animal	Fixed Fee	\$50.00
Deceased on Arrival	Fixed Fee	\$40.00
1 Year License Altered	Fixed Fee	\$25.00
2 Year License Altered	Fixed Fee	\$40.00
3 Year License Altered	Fixed Fee	\$55.00
1 Year Unaltered	Fixed Fee	\$100.00
Late License Fee	Fixed Fee	\$25.00
Replacement Tag	Fixed Fee	\$25.00
Quarantine	Actual Cost	\$40 base + \$15/day
Dangerous Animal Registration	Fixed Fee	\$208.00
Trap Fee Rental - 5 Day	Fixed Fee	\$25.00
Trap Fee Rental - Per Day After 5	Fixed Fee	\$10.00
Small Trap Replacement	Fixed Fee	\$149.00
Large Trap Replacement	Fixed Fee	\$299.00
Dog Silencer Replacement	Fixed Fee	\$154.00
Dog Silencer Rental - 5 Day	Fixed Fee	\$20.00
Kennel License - 1 Year	Fixed Fee	\$291.00

Any fees not included in this Fee Schedule will be calculated based on actual costs to provide the service.
All Non-Deposit Plan Check Fees cover 3 Plan Checks. All Deposit Based Fees are charged in 30 minute increments.

City of Hemet
Police Department Fees FY 1516

Fee #	Group	Fee Description	Unit	Notes	Third Party / Direct Costs	Full Cost	Current Fee	Targeted Cost Recovery Level (%)	Recommended Fee	Additional Notes
1		Animal Control Services - Dog License, Neutered		Services Contracted	-	Vendor	Contract Rate	100%	Contract Rate	
2		Animal Control Services - Dog License, Non Neutered		Services Contracted	-	Vendor	Contract Rate	100%	Contract Rate	
3		Animal Control Services - Disposal (Contract w/ Riverside County)		Services Contracted	-	Vendor	Contract Rate	100%	Contract Rate	
4		Animal Control Services - Shelter Delivery (Contract w/ Riverside County)		Services Contracted	-	Vendor	Contract Rate	100%	Contract Rate	
5		DUI Accident Investigation		Testing costs + FBHR of Incident Responders + Investigators + All Other Direct Costs as a result of DUI Incident	-	Variable	\$ 376.00	100%	Testing costs + FBHR of Incident Responders + Investigators + All Other Direct Costs as a result of DUI Incident	Other direct costs may include hospitals, vehicle storage, traffic control, and others as needed per DUI incident.
6		Abandoned Vehicle Removal		Reso 3891	-	\$ 62.47	\$ 58.00	100%	\$ 62.00	
7		Crime Scene Photo Reproduction (digital only, no paper reproduction)		Reso 3891	-	\$ 37.87	\$ 42.00	100%	\$ 37.00	
8		Concealed Weapons Investigation		Reso 3891	-	\$ 122.36	\$ 113.00	100%	\$ 122.00	
9		False 911 calls		New Fee	-	\$ 73.14	\$ 68.00	100%	\$ 73.00	
10		Civil Subpoenas		2 hrs minimum	-	Variable	2 hr minimum - Hourly Cost of Staff	N/A	2 hr minimum - Hourly Cost of Staff	
11		Massage Establishment Inspection		New Fee	-	\$ 165.50	\$ 157.00	100%	\$ 165.00	
12		Firearms Dealers		New Fee	-	\$ 24.83	\$ 23.00	100%	\$ 24.00	
13	Photographs	Photographs (CD/DVD)		Reso 3891	5.00	\$ 29.11	\$ 32.00	100%	\$ 29.00	
14	Citation Sign off	Other Agency Citation: Non-Resident/Resident, HPD Citation Non-Resident		New Fee	-	\$ 28.83	\$ 26.00	92%	\$ 26.00	Recommend keep 1415 fee lev
15		Duplicate Citations			-	\$ 6.82	\$ 6.00	100%	\$ 6.00	
16		Towing Fee (pass through)			-	Passthrough	Passthrough Fee	100%	Passthrough Fee	
17		Massage Technician/Establishment Hearing		New Fee	-	\$ 149.00	\$ 138.00	100%	\$ 148.00	
18		Gun Storage Admin Fee		New Fee	-	\$ 33.06	\$ 32.00	100%	\$ 33.00	
19		Police Report (Non-Collision Report)		G.C. 6253(B)	-	\$ 29.48	\$ 10.00	40%	\$ 10.00	
20		Call for Service		Reso 3891	-	\$ 12.80	\$ 5.00	45%	\$ 5.00	
21		Traffic Collision w / injury		Reso 3891	-	\$ 68.34	\$ 31.00	48%	\$ 32.00	
22		Traffic Collision without injury		Reso 3891	-	\$ 68.34	\$ 15.00	16%	\$ 15.00	
23		Agency Live-scan fee		Reso 3891	-	\$ 12.80	\$ 11.00	100%	\$ 12.00	
24		Subpoena Fee: Clerical Retrieval		per EC Section 1563	-	\$ 128.81	\$ 24.00	19%	\$ 24.00	payment may be demanded before delivery
25		Subpoena Fee: Copies up to 8.5 x 14	per page	per EC Section 1563	-	\$ 0.85	\$ 0.10	12%	\$ 0.10	payment may be demanded before delivery
26		Bicycle License	for 3 years	Reso 3891	-	\$ 8.53	\$ 7.00	100%	\$ 8.00	
27		Repossession Fee		Reso 3891	-	\$ 17.06	\$ 15.00	100%	\$ 17.00	
28		VIN Verification		Reso 3891	-	\$ 37.63	\$ 35.00	100%	\$ 37.00	
29		Vehicle Impound Fee		22850 5 CVC	-	\$ 213.68	\$ 198.00	94%	\$ 200.00	Recommend \$200 to simplify payment process
30		Statistical Report (per location)		Reso 3891	-	\$ 8.53	\$ 7.00	100%	\$ 8.00	

City of Hemet
Police Department Fees FY 1516

Fee #	Group	Fee Description	Unit	Notes	Third Party / Direct Costs	Full Cost	Current Fee	Targeted Cost Recovery Level (%)	Recommended Fee	Additional Notes
31		Clearance Letter		Reso 3891		\$ 8.53	\$ 7.00	100%	\$ 8.00	
32		Witness Fee (Civil)	per day	per GC 68097.2		Set by Govt Code	\$ 275.00	NA	\$ 275.00	
33	Taxi Vendors	HPD Inspection/admin processing	per vehicle	New Fee does not include Business License Fees		\$ 74.50	\$ 69.00	100%	\$ 74.00	
34	Ice Cream Vendors	HPD Inspection/admin processing	per cart	New Fee does not include Business License Fees		\$ 74.50	\$ 69.00	100%	\$ 74.00	
35	2nd Hand Dealer / Pawn Broker	HPD Clerical/Admin DOJ License Processing Recovery	per License	New Fee does not include Business License Fees		\$ 50.42	\$ 46.00	100%	\$ 50.00	

BANNING POLICE AUDIT

Banning Police Department 2019

Attachment 6

REPORT SELECTIONS

Fiscal year : 2019
Fund Range : 001 through 999
Department Range : 22 through 99
Division Range : 00 through 10
Suppress accounts with zero balances : Y

FUND 001	GENERAL FUND		DEPT/DIV 2200 POLICE/	*****CURRENT*****	BUDGET	ACTUAL	%EXP	*****YEAR-TO-DATE*****	ENCUMBER.	ANNUAL BUDGET	UNENCUMB. BALANCE	% BDGT
BA ELE OBJ SUB	ACCOUNT DESCRIPTION		BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP				
42	PUBLIC SAFETY											
421	POLICE											
41	92 COMM. OUTREACH PROGRAM	208		.00	0	1456	.00	0	.00	2500	2500.00	0
41	** SUNDRY CHARGES/SPC PRGRMS	3757		.00	0	26239	32671.00	124	.00	45110	12439.00	72
51	INTERFUND SERVICE PYMTS											
51	73 INTERFUND SVC-FLEET MAINT	23323		.00	0	163261	.00	0	.00	279886	279886.00	0
51	** INTERFUND SERVICE PYMTS	23323		.00	0	163261	.00	0	.00	279886	279886.00	0
56	INTERFUND TRANSFERS											
56	17 TRSF-R-POLICE VOLUNTEER FD	125		.00	0	875	.00	0	.00	1500	1500.00	0
56	** INTERFUND TRANSFERS	125		.00	0	875	.00	0	.00	1500	1500.00	0
61	DEBT SERVICE-PRINCIPAL											
61	11 PRINCIPAL PAYMENT	6816		.00	0	47712	.00	0	.00	81803	81803.00	0
61	** DEBT SERVICE-PRINCIPAL	6816		.00	0	47712	.00	0	.00	81803	81803.00	0
90	CAPITAL EXPENDITURES											
90	15 BUILDING IMPROVEMENTS	914		.00	0	6398	10962.00	171	.00	10962	.00	100
90	52 VEHICLES	6675		.00	0	46725	80101.74	171	.00	80102	.26	100
90	53 RADIO EQUIPMENT/RADIOS	1		.00	0	7	.00	0	12.12	12	.12-	101
90	** CAPITAL EXPENDITURES	7590		.00	0	53130	91063.74	171	12.12	91076	.14	100
421	** POLICE	530179		274507.46	52	3707665	3404202.38	92	113526.45	7489795	3972066.17	47
42	** PUBLIC SAFETY	530179		274507.46	52	3707665	3404202.38	92	113526.45	7489795	3972066.17	47
DIV 2200	TOTAL ***** POLICE	530179		274507.46	52	3707665	3404202.38	92	113526.45	7489795	3972066.17	47

FUND 001 GENERAL FUND		DEPT/DIV 2210 POLICE/DISPATCH											
BA	ELE OBJ	ACCOUNT	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP	ENCUMBR.	ANNUAL BUDGET	UNENCUMB. BALANCE	%	BGDT
SUB	SUB	DESCRIPTION	BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP					
42		PUBLIC SAFETY											
421		POLICE											
10	10	SALARY & WAGES	40059	12146.28	30	280413	157866.46	56	.00	480710	322843.54	33	
10	10	PAYROLL-REGULAR	9416	7275.80	77	65912	83005.54	126	.00	113000	29994.46	74	
10	30	OVERTIME	0	.24	0	0	.24	0	.00	0	.24	0	
10	51	INCENTIVE PAY	0	126.00	0	0	1950.75	0	.00	0	1950.75	0	
10	52	SHIFT DIFFERENTIAL	0	.00	0	0	647.25	0	.00	0	647.25	0	
10	56	WORKING OUT OF CLASS	2878	1087.35	38	20146	14082.88	70	.00	34542	20459.12	41	
10	58	EDUCATION INCENTIVE BONUS	763	.00	0	5341	.00	0	.00	9160	9160.00	0	
10	70	COMP TIME PAYOFF	763	.00	0	5341	.00	0	.00	9160	9160.00	0	
10	71	VACATION PAYOFF	763	.00	0	5341	.00	0	.00	9160	9160.00	0	
10	72	SICK LEAVE PAYOFF	763	.00	0	5341	.00	0	.00	9160	9160.00	0	
10	73	HOLIDAY PAYOFF	763	.00	0	5341	.00	0	.00	9160	9160.00	0	
10	**	SALARY & WAGES	55405	20635.67	37	387835	257553.12	66	.00	664892	407338.88	39	
15		FRINGE BENEFITS											
15	10	FICA	4761	1715.11	36	33327	21256.07	64	.00	57141	35884.93	37	
15	15	PER	3702	7463.52	202	25914	59014.02	228	.00	119174	60159.98	50	
15	20	WORKERS COMP	1770	492.54	28	12390	6405.06	52	.00	21248	14842.94	30	
15	30	UNEMPLOYMENT INSURANCE	242	73.08	30	1694	947.61	56	.00	2906	1958.39	33	
15	40	LIFE INSURANCE	7	.00	0	49	.00	0	.00	94	94.00	0	
15	70	UTILITY CREDIT	300	150.00	50	2100	942.49	45	.00	3600	2657.51	26	
15	80	BENEFIT ALLOWANCE	12316	4050.61	33	86212	49036.85	57	.00	147800	98763.15	33	
15	82	UNIFORM ALLOWANCE	11	.00	0	77	.00	0	.00	143	143.00	0	
15	88	BOOT ALLOWANCE	93	.00	0	651	.00	0	.00	1125	1125.00	0	
15	95	FICA REIMB-BENEFIT ALLOW	0	.00	0	0	461.64	0	.00	0	461.64	0	
15	**	FRINGE BENEFITS	23202	13944.86	60	162414	137140.46	84	.00	353231	216090.54	39	
23		CONTRACTUAL SERVICES											
23	06	STAFF TRAINING	416	.00	0	2912	2947.27	101	.00	5000	2052.73	59	
23	**	CONTRACTUAL SERVICES	416	.00	0	2912	2947.27	101	.00	5000	2052.73	59	
25		CONTRACT SVC-EMPLOYEE SPC											
25	06	OVERTIME MEALS	208	.00	0	1456	208.00	14	.00	2500	2292.00	8	
25	10	VISION ALLOWANCE	83	.00	0	581	.00	0	.00	1000	1000.00	0	
25	**	CONTRACT SVC-EMPLOYEE SPC	291	.00	0	2037	208.00	10	.00	3500	3292.00	6	
26		CONTRACTUAL SVC-UTILITIES											
26	05	TELEPHONE SVC	11	.00	0	77	157.77	205	.00	135	22.77	117	
26	**	CONTRACTUAL SVC-UTILITIES	11	.00	0	77	157.77	205	.00	135	22.77	117	
36		DEPARTMENTAL SUPPLIES											
36	00	DEPARTMENTAL SUPPLIES	39	.00	0	273	.00	0	.00	473	473.00	0	
36	04	CLOTHING/ACCOUNTMENTS	225	.00	0	1575	482.62	31	21.14	2704	2200.24	19	
36	**	DEPARTMENTAL SUPPLIES	264	.00	0	1848	482.62	26	21.14	3177	2673.24	16	
421	**	POLICE	79589	34580.53	43	557123	398489.24	72	21.14	1029935	631424.62	39	
42	**	PUBLIC SAFETY	79589	34580.53	43	557123	398489.24	72	21.14	1029935	631424.62	39	

FUND 001 GENERAL FUND				DEPT/DIV 2210 POLICE/DISPATCH									
BA ELE OBJ ACCOUNT DESCRIPTION				*****CURRENT*****		*****YEAR-TO-DATE*****		*****		*****		*****	
SUB SUB				BUDGET	ACTUAL	%EXP	BUDGET	ACTUAL	%EXP	ENCUMBR.	ANNUAL BUDGET	UNENCUMB. BALANCE	% BDGT
PUBLIC SAFETY													
42			POLICE										
421			POLICE										
DIV	2210		TOTAL *****	79589	34580.53	43	557123	398489.24	72	21.14	1029935	631424.62	39
			DISPATCH										
DEPT	22		TOTAL *****	609768	309087.99	51	4264788	3802691.62	89	113547.59	8519730	4603490.79	46
			POLICE										

DETAIL BUDGET REPORT
58% OF YEAR LAPSED


FUND 001 GENERAL FUND		DEPT/DIV 2300 ANIMAL		CONTROL/		*****YEAR-TO-DATE*****		ANNUAL BUDGET	UNENCUMB. BALANCE	% BDGT
BA ELE OBJ SUB	ACCOUNT DESCRIPTION	BUDGET	CURRENT*****	ACTUAL	%EXP	BUDGET	ACTUAL			
42	PUBLIC SAFETY									
424	ANIMAL REGULATION									
33	CONTRACT SVC-PROFESSIONAL									
33 90	ANIMAL CONTROL SVCS	17031	15.81	0	119217		66152.66	56	204372	138219.34
33 **	CONTRACT SVC-PROFESSIONAL	17031	15.81	0	119217		66152.66	56	204372	138219.34
424 **	ANIMAL REGULATION	17031	15.81	0	119217		66152.66	56	204372	138219.34
42 **	PUBLIC SAFETY	17031	15.81	0	119217		66152.66	56	204372	138219.34
DIV 2300	TOTAL *****	17031	15.81	0	119217		66152.66	56	204372	138219.34
DEPT 23	TOTAL *****	17031	15.81	0	119217		66152.66	56	204372	138219.34

BANNING POLICE AUDIT

Banning Police Department 2019

Attachment 7



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Alcohol Policing Partnership Program

Announcement

The Department of Alcoholic Beverage Control (ABC) is anticipating offering grants to law enforcement agencies, subject to funding appropriation.

Effective July 1, 2019, the Department will award grants up to \$100,000 to local law enforcement agencies. These grants will enable the selected agencies to expand their present efforts in addressing alcohol-related problems through a comprehensive ABC program that will encompass a wide range of strategies. If your agency is selected, your sworn officers assigned to the project will work closely with ABC Agents and receive training in ABC law, alcohol enforcement strategies, and community resources.

The Request for Proposal (RFP) package contains all the information and forms needed to prepare and submit a proposal. All proposals (no faxed copies) must be received by 5:00 p.m. on March 29, 2019. Proposals received after the due date and time will be ineligible for consideration.

If you should have any questions regarding this RFP, please contact:
Suzanne Pascual, Grant Coordinator
(916) 419-2572
Email to suzanne.pascual@abc.ca.gov

Click here for additional information on the [Alcohol Policing Partnership Program](#)

Click Below For Information and Forms For Submitting an RFP Package.

[RFP Chief-Sheriff Letter \(PDF\)](#)

[Request for Proposals \(PDF\)](#)

[Grantee Handbook \(PDF\)](#)

Grant Forms are available in [PDF](#) or [Microsoft Word](#)

Please visit our [Frequently Asked Questions \(FAQ\)](#) section for answers to common questions.



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Best Practices Guide



International Association of Chiefs of Police

Smaller Police Departments
Technical Assistance Program

Grant Writing

*by Bridget Newell, Ph.D.,
updated by Thomas C. Caves Jr., MPA*

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BJA

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Best Practices Guide for Grant Writing

*Originally Composed By Bridget Newell, Ph.D.
Updated by Thomas C. Caves, Jr., MPA – June 2015*

Introduction

Many law enforcement agencies today utilize grants, which are available from a variety of sources including the federal government, to fund their programs. *Public sector grants* are primarily federal and state grants made to local and state governments or to government agencies. *Foundation grants* are provided by non-profit, charitable organizations, like a corporate foundation or family foundation. The process of securing all types of grant funds requires the completion of a *grant proposal*.

Grants can be both competitive and non-competitive. *Non-competitive* grant applications are approved when the recipient simply meets the requirements or formula established for a particular grant. *Competitive* grants are only awarded when a grantee successfully meets preset criteria, through a written proposal submitted in competition with other prospective grantees.

Federal funds can also be awarded as either *Discretionary Funding* or *Block Grants*. Block grant funding is federal funding that is administered through a state administering agency, or “S.A.A.” With block grants, every state is guaranteed to receive a share of the funds. Applicants seeking block grants apply to the S.A.A.

Discretionary funding is sent to applicants directly from Washington. The competition for discretionary funding is more intense, as these funds are not typically spread evenly among the states. If the best proposals come from one region of the country, that’s where discretionary funds will go. Discretionary dollars are granted “at the discretion of” the funder.

Purpose of the Grant

A grant proposal is a formal, written request for funds to support a specific program or project. While the exact content of a grant proposal is determined by funding agency guidelines, most grant proposals include information that explains (1) why the funds are needed, (2) what the funds will be used for, and (3) how the funds will be managed.

When planning and writing a grant proposal, it is important to remember that most proposals are submitted in a highly competitive forum. No grant proposal is guaranteed to receive funding, and hundreds of grant proposals may be submitted to the same organization to compete for the exact same funds. Given this fact, grant writers must view their grant proposal as a document with at least two goals: (1) *to inform the reader of their plans*, and (2) *to persuade the reader that their project is worthy of funding*. That is, they must sell their readers on all of the following points:

- **The need or problem they will attempt to “fix” with the grant money is significant and worthy of funding.**

- **The project or program the funds will be used for is planned and designed well, with a good chance of success.**
- **The agency requesting the funds is capable of successfully managing the funds and completing the proposed project on schedule.**

Finally, grant proposals must respond to readers' needs and expectations. This means that grant writers must:

- **Explain their background and the situation that needs improving.**
- **Include details sufficient for clarifying plans to a reader who is unfamiliar with them and who may be reading several other grant proposals at the same sitting.**
- **Include good reasons for funding the proposed project.**
- **Ensure that the proposal is well written and easily accessible. Readers who have trouble accessing or understanding important information will not be convinced that the proposed project deserves funding.**

Content

Most funding agencies provide guidelines (directions) that identify the information they expect to find in grant proposals submitted to them. These guidelines are invaluable resources and should be viewed as the final word on what should and should not be included in the grant proposal. Do not omit information required by the guidelines. Failure to adhere to the guidelines can be justification for rejecting the proposal. Despite differences in grant proposal guidelines, most grant proposals require the same general information. The overview below outlines a number of pieces you can expect to include in most grant proposals.

Application Form: In some cases, grant proposals might consist only of a form that must be completed by the applicant. In other cases, a completed application form must accompany a more detailed written proposal. In either case, the grant writer's responsibility is to include all requested information.

Cover Letter: A cover letter or letter of transmittal serves as an introduction to the proposal and can be used as a screening tool for readers. Given that it might be the first component readers see, this letter can be viewed as the initial tool writers use to sell their plans to the funding agency. A typical letter of transmittal includes three sections: (1) an opening that identifies the proposal, (2) a middle that introduces and sells the proposed project or plan, and (3) a closing that contains contact information.

Grant agency requirements differ. However, many detailed written proposals are required to be composed of the sections outlined below:

Section	Purpose	Questions Answered
<i>Abstract or Summary</i>	An abstract provides a concise summary of the grant proposal and therefore includes significant information from each section of the proposal. Because it functions as a stand-alone overview of the proposal, readers may also use it as a screening tool.	<ul style="list-style-type: none"> ♦ Why are you writing this grant? ♦ What is the purpose of your grant? ♦ How will this grant meet your need?
<i>Problem or Need Statement</i>	This section of the proposal thoroughly describes the need (or problem) that will be met (or solved) through the use of the grant funds. When writing this section, writers should attempt to show that they understand the need/problem and that it is significant or worthy of immediate attention.	<ul style="list-style-type: none"> ♦ What is the problem? ♦ Why does it exist? ♦ Who is impacted by it?
<i>Solution or Scope</i>	Also called the problem statement or description, this section provides a detailed explanation of how the funds will be used to address the problem or need. In other words, what do you propose to do with the funds? When writing this section, writers should attempt to show that the plan they advocate will successfully resolve the problem or address the need.	<ul style="list-style-type: none"> ♦ How will you solve the problem (or meet the need)? ♦ What are the details of your plan? ♦ Why is this plan appropriate?
<i>Methods</i>	Sometimes a stand-alone section and sometimes part of the solutions section, the methods section explains how the project or plan will be implemented. When writing this section, writers should strive to provide details rather than assume that readers will know what they mean.	<ul style="list-style-type: none"> ♦ What methods will you use to implement this plan? ♦ What justifies the use of these methods?
<i>Benefits</i>	Like the methods section, the benefits section is sometimes a stand-alone section and sometimes part of the solution section. Because this information helps to sell the proposed solution, this section (like all others) should be clear, focused, and detailed.	<ul style="list-style-type: none"> ♦ Who will benefit from the proposed solution? ♦ How will they benefit?
<i>Qualifications</i>	Also called the capabilities section, this section includes information that persuades the reader that the agency or organization requesting the funds is capable of under-taking and successfully completing the proposed project. To supplement this section, writers often include a collection of resumes in an appendix.	<ul style="list-style-type: none"> ♦ Who will be responsible for under- taking, overseeing, and completing the project? ♦ What are the roles, responsibilities, and qualifications of the involved?

Section	Purpose	Questions Answered
<i>Evaluation Plan</i>	Funding agencies sometimes require that writers include a plan for evaluating the success of the project. Some agencies require the use of an outside evaluator to ensure objectivity.	<ul style="list-style-type: none"> ♦ How will the success of your project be evaluated? ♦ What justifies the use of this evaluation strategy? ♦ Who will evaluate the project?
<i>Time Line</i>	This section of the proposal identifies when each segment of the proposed plan will begin and end. Whether presenting this information in a table, Gantt chart, or calendar format, the writer must show that time will not be wasted.	<ul style="list-style-type: none"> ♦ What are the specific scheduled begin and end dates of each component of the plan?
<i>Budget</i>	To some readers, this is the most important part of the proposal. It explains how the money will be spent and justifies the need for the proposed amount. Many guidelines require that this section be presented in the form of a line-item budget, and some require a budget narrative that provides a written justification for (or in place of) a line-item budget.	<ul style="list-style-type: none"> ♦ Exactly how will the money be used? ♦ Is the requested amount reasonable? Why?
<i>Conclusion</i>	Not always requested, but sometimes helpful, this section allows writers to reiterate the key components of their proposal.	<ul style="list-style-type: none"> ♦ Highlight issues from problem, solution and benefit sections.

As indicated above, grant agency requirements differ. Therefore, it is best to view the above information as an introduction to grant proposal content or, as discussed below, a planning tool to use when developing a project plan.

Strategy – Planning and Writing

Writing a grant proposal is a challenging task, not only because grant proposals include a significant amount of detailed information, but because there is more to submitting a grant than writing the proposal. Before writing the proposals, writers should:

Develop a solid plan of action, preferably outlined in writing. Rather than piecing together a proposal at the last minute, agencies seeking grant funds can plan ahead by (1) identifying a need or problem that must be addressed, (2) determining how they might address it, and (3) drafting an outline of the plan. The plan and draft can be developed by responding to the question presented in the previous section of this document. This proactive strategy is more likely to result in a clear, complete plan, and having an outline of the final grant proposal makes the grant writing process easier.

Identify potential government sources. To find funding opportunities from government funders, applicants can search many opportunities at www.grants.gov. This site is intended to be a one-stop shop for all things related to federal grants. Applicants can search this site by need, keyword, funding opportunity

number, or by funder. Many government funders are requiring that grant proposals be subscribed at grants.gov, so applicants should go ahead and register at that site, even before they find a specific opportunity to pursue. Grant writers should also check individual cabinet agency websites, such as www.ojp.gov, and www.dhs.gov. These federal agencies administer block grants, so be sure to check with your state administering agencies, as illustrated above, for funding opportunities from these sources. The Office of Community Oriented Policing Services (www.cops.usdoj.gov) supports discretionary funding that goes directly to local agencies.

Identify potential foundation sources. A 501(c3) non-profit foundation cannot always count donations made directly to law enforcement agencies as part of their federally-required annual giveaway. So a donation made directly to a law enforcement agency is indeed a truly charitable act. Some larger law enforcement agencies, such as the Houston¹ and New York² Police Departments have incorporated their own 501(c3) non-profit entities, so that they can qualify for more funding from foundations. To find foundations in your city, visit www.irs.gov and type, "Search for Charities" into the search box in the upper right corner of the page. Then click the options for "Exempt Organization Check," and select the radio button marked, "Are Eligible to Receive Tax-Deductible Contributions." Then use the keyword "Foundation," type your city and state, and click, "Search." This action will show how many of these organizations are in the immediate area. This search is free and it does not require a registration or subscription. Many of the foundations listed here will be grant seekers. In the interest of fostering positive relationships in your communities, this tool can help foster new outreach to the leaders of these grant-seeking service providers, as well as foundation funders.

Next Steps:

Select an appropriate funding agency:

Once you have identified a potential funder, review current opportunities from those organizations. In addition to providing information regarding content and format, grant guidelines often include significant information regarding the kind of projects funded by the organization. A careful review of an agency's guidelines usually reveals whether an agency is a viable option for funding a particular project.

Selecting an appropriate agency (i.e. the one most likely to fund a particular project) becomes easier after thoroughly reviewing grant guidelines and making initial contact with funding agency representatives. Some writers have indicated that they use this initial contact to discuss their ideas and determine whether submitting a grant at that time is worthwhile. After identifying agencies that appear to fund projects similar to their own, writers can request guidelines from them.

Draft and revise the proposal. Experienced writers do not tackle a large project all at once. Rather, they chunk their writing projects, drafting one section at a time until the whole is complete. Grant writers at all levels can do the same. Because the guidelines provide specific information regarding content requirements, they can be used to develop an outline of each section of the draft. After making an outline, writers can work on one section at a time until the grant is complete.

Review the proposal. Most writers have a difficult time reviewing their own work. Because they know what they meant to write, they often have difficulty seeing how different what they meant is from what they actually wrote. For this reason, it is best to ask someone unfamiliar with the project to read the draft to

¹ <http://www.houstonpolicefoundation.org/>

² <http://www.nycpolicefoundation.org/>

identify unanswered questions, unclear statements, or errors in grammar, punctuation and spelling. Ask someone technical to review the proposal for accuracy. Then ask someone outside the industry to review for flow. This second step can help the funders explain to their supporters why they invested in the project.

Writing Style Tips

A well-written proposal adheres to the standards of good professional writing. Therefore, grant writers should strive to make their proposals clear and easy to understand. Below are ten tips for professional writing. Writers should be aware that these tips are only guidelines; good reasons for ignoring some of them exist, so writers must use their best judgment when finalizing their proposals.

1. **Remember the reader.** Reader expectations are established by the grant guidelines, so it is best to include information that is asked for in the order in which readers expect it. Also remember that some readers may not be familiar with law enforcement jargon, so including it may confuse rather than clarify the message. Finally, readers are busy. Many readers review more than one proposal in a sitting. To ensure that a busy reader is left with a good impression, writers should strive to make their writing clear and easy to access.
2. **Begin with the main point.** Readers should not have to hunt for important information. Forcing them to do so makes their task more difficult and potentially frustrating. By beginning each paragraph with the main point, writers provide context for readers, and they make accessing important information easier.
3. **Be concise.** Redundant or long-winded sentences and paragraphs are distracting. Use enough words to convey your point, but no more. For example, it is preferable to start the narrative with language such as, "To begin this project we will..." etc., instead of a sentiment that reads, "In order to undertake the beginning of this strategic project, this agency will commence by..."
4. **Use clear specific language.** Big words and jargon often complicate rather than clarify a message. Plain, straightforward, English is often the most effective approach. For example, it is often preferable to write begin rather than commence and end rather than terminate.
5. **Write in a friendly, professional style.** An extremely formal or an extremely casual tone often detracts from the message. As a guideline, grant writers can write in the same style they would use to speak to an important, intelligent colleague or supervisor in a professional setting.
6. **Prefer active voice.** Active voice (She threw the ball.) is preferable to passive voice (The ball was thrown) because it clearly conveys the sentence's subject (she) and verb (threw) in the order in which most people expect to receive them (subject before verb). When possible, write in active voice to let the reader know who did (or will do) what.
7. **Move from known information to new information.** Good writers provide context for new ideas. They do not simply "jump into" a new topic without warning. Including transitions that connect new ideas to those already present enables readers to follow the discussion and understand how ideas are connected.

8. **Avoid complicated sentences.** Too many complicated sentences make a document overwhelming and hard to follow. Writers should strive to limit the number of long, complicated sentences by varying sentence length. Clarify messages by adhering to tips 3 and 4.
9. **Use correct spelling, grammar, and punctuation.** Whether good or poor, writing reflects on the writer. Sloppy writing indicates carelessness; and clear, correct writing suggests that the writer is clear thinking and careful. To make the best first impression, writers should ensure that the final draft is written in correct English.
10. **Use signal words.** Good writers guide their readers through their documents by including transitional words that tell them what to expect. For example, “therefore” indicates that an important conclusion follows; “because” indicates that a reason is being presented; “first, second and third” indicate chronology or steps in a plan; and “in addition” indicates that the point that follows is directly related to the previous point. These and other signal words can be very helpful to readers, if they are not overused.

Format

Some grant guidelines include information about formatting the grant proposal. In these cases, the best option is to follow the guidelines. Most grant guidelines today require online submission of proposals. By requiring electronic grant applications, the funder can keep applicants from exceeding page limits, or even the length of specific sections within the proposals. Instead of composing proposals within the electronic submission system, type your proposal in a word processing program such as Microsoft Word. Use the “Word Count” feature under the “Review” tab to keep track of the number of characters you have written. Once your proposal has been completed, copy and paste each section into the online system one section at a time. If you have charts, graphs, pictures, or letters of support that you would like to add to your proposal, add those files as attachments or simply mail them to the funder, with an original copy of your proposal.

Resources and Assistance

Undertaking a grant research and writing project can be overwhelming and time consuming, but no writer has to do all of the work alone. Writers should consider options for delegating tasks within their agency, and they should consider contacting the following resources, all of which can offer a wide range of assistance:

Colleges and universities: Writers can contact local colleges and universities to determine whether they offer classes in grant writing, editing, professional writing, business writing, statistical analysis, and/or research methods. If such courses are offered, writers can contact professors who teach those courses to determine whether they would be willing to develop a class project in which students help with writing, editing, and project evaluation. Many professors strive to incorporate real world experience in their classes and would be glad to help if given time to plan.

Some colleges and universities offer internship programs that allow students to receive college credit for work they do outside of school. Again, writers can contact professors or college representatives in student services to determine whether an internship (paid or unpaid) can be arranged to help with grant writing, Internet research, etc.

Professional organizations: Some local and national professional organizations for writers, fundraisers, and retired professionals may provide free help or advice on grant writing and research. Again, writers could contact professors at local colleges for information about these resources.

As with most complicated projects, planning ahead and utilizing available resources help to make the grant writing task much more bearable. Additional tips can be found in the resources listed in the bibliography that follows.

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BANNING POLICE AUDIT

Banning Police Department 2019

Attachment 8

**BANNING POLICE DEPARTMENT**

Page 1

INCIDENT RESPONSE TIMES**12/15/2018 - 12/31/2018**

01/09/2019

AVERAGE RESPONSE TIMES FOR CALLS RESPONDED TO

	0000	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	AVG
DAY	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	2400	FOR DAY
MON	7:32	11:08	3:43	5:44	23:13	8:32	10:17	19:33	29:11	19:30	14:01	15:50	16:07
TUE	3:38	18:20	7:52	4:29	15:54	58:36	35:02	23:42	7:37	21:00	21:21	4:29	21:49
WED	4:00	13:25	4:49	7:29	30:57	19:52	27:08	19:50	21:26	14:39	3:16	10:40	19:02
THU	14:22	27:27	21:53	43:57	36:17	25:02	29:49	46:56	22:59	20:11	12:06	12:04	27:53
FRI	5:33	3:16	4:32	7:08	11:03	10:14	8:57	23:53	26:07	27:47	25:49	101:29	22:28
SAT	12:07	7:46	17:09	5:16	10:21	12:14	21:21	17:45	26:31	26:50	52:04	18:52	19:54
SUN	7:01	5:28	5:59	8:24	12:30	8:54	18:51	23:55	12:22	12:19	5:33	8:02	11:34
ALL	8:17	11:50	8:46	14:24	20:57	18:17	22:18	26:10	21:39	19:57	18:13	23:20	

Average response time for this period was 19:32 .

AVERAGE NUMBER OF CALLS FOR SERVICE RESPONDED TO

	0000	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	AVG
DAY	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	2400	FOR DAY
MON	2	3	2	2	8	9	9	11	6	9	6	8	74
TUE	4	3	2	3	4	4	11	10	8	8	4	2	62
WED	2	2	2	4	10	8	12	10	10	9	4	5	76
THU	6	3	2	5	8	7	14	14	9	5	10	5	88
FRI	4	2	2	4	4	8	6	10	10	4	5	6	67
SAT	4	2	2	2	5	5	9	4	5	7	4	8	57
SUN	6	5	3	5	6	5	6	7	5	7	4	2	62
ALL	4	3	2	3	7	7	9	9	7	7	5	5	

An average of 69 calls for service per day were responded to during this period.

AVERAGE NUMBER OF INCIDENTS FROM ALL SOURCES

	0000	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	AVG
DAY	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	2400	FOR DAY
MON	3	3	2	3	8	9	9	11	6	10	6	9	78
TUE	4	3	2	4	6	6	11	12	8	8	4	2	68
WED	2	2	3	4	10	11	15	12	10	9	4	7	90
THU	6	4	2	5	10	9	14	17	9	5	10	5	96
FRI	4	2	3	7	7	11	7	10	10	4	6	7	78
SAT	4	2	3	3	6	7	9	4	6	8	6	9	66
SUN	6	5	4	5	6	6	10	8	7	8	4	2	72
ALL	4	3	3	4	7	8	11	10	8	7	6	6	

There were an average of 77 incidents per day.

**INCIDENT RESPONSE TIMES****12/15/2018 - 12/31/2018**

01/09/2019

RESPONSE TIMES FOR PRIORITY 1 INCIDENTS

	0000	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	AVG
DAY	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	2400	FOR DAY
MON	6:27	..	5:12	..	9:51	2:36	16:01	1:43	..	5:46
TUE	1:21	2:45	2:03
WED	4:05	..	46:39	..	1:50	1:48	13:35
THU	1:40	1:24	..	2:19	13:28	..	82:44	19:30	20:11
FRI	5:53	..	9:12	2:54	5:58
SAT	5:20	4:16	4:48
SUN	..	7:56	..	4:27	2:52	..	27:07	8:07	10:06
ALL	4:03	4:40	5:12	3:23	8:44	4:14	26:15	14:21	25:59	..	1:45	3:58	

Average response time for priority 1 incidents this period was 9:59 .

AVERAGE NUMBER OF PRIORITY 1 INCIDENTS

	0000	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	AVG
DAY	0200	0400	0600	0800	1000	1200	1400	1600	1800	2000	2200	2400	FOR DAY
MON	1	1	0	..	2	4	3	4	1	3	3	3	24
TUE	0	1	1	1	5	4	3	4	2	2	22
WED	1	1	0	4	2	4	2	1	2	19
THU	2	0	0	2	2	2	4	4	2	2	3	2	26
FRI	2	2	0	1	0	4	2	2	4	1	2	4	22
SAT	0	1	1	0	..	2	3	2	2	2	2	3	18
SUN	2	1	1	3	2	1	3	1	2	2	1	1	19
ALL	1	1	1	1	1	2	3	3	2	2	2	2	

There were an average of 21 priority 1 incidents per day during this period.

Incident Times by Day of Week

DAY	# THIS PERIOD	AVG INCIDENT TIMES IN MINUTES					
		CREAT	DISP	ARRV	CLEAR	CREAT	DISP
Monday	222	9:04	7:02	18:19	16:07	25:22	34:27
Tuesday	124	17:48	4:00	31:04	21:49	35:05	52:53
Wednesday	153	12:24	6:38	16:10	19:02	22:48	35:13
Thursday	175	22:11	5:42	25:10	27:53	30:52	53:03
Friday	134	15:53	6:34	27:45	22:28	34:20	50:14
Saturday	172	13:00	6:54	17:41	19:54	24:35	37:36
Sunday	185	7:16	4:18	15:18	11:34	19:37	26:53
TOTALS	1165	13:35	5:57	20:57	19:32	26:55	40:30

Officer-initiated incidents are not included

OK

Incident Times by Time of Day

# THIS PERIOD		AVG INCIDENT TIMES IN MINUTES												DISP		CREAT		ARRV		CLEAR		DISP		CREAT		ARRV		CLEAR		DISP		CREAT																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
HOUR	PERIOD	CREAT	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV	DISP	ARRV

Officer-initiated incidents
are not included

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